







## NEWS: BLUEPRINT FOR HONG KONG

# Patten balances democracy and Chinese reality

By Simon Holberton  
in Hong Kong

WHEN Mr Chris Patten made his way to Hong Kong in early July he stopped over in Singapore to meet Mr Lee Kwan Yew, the island republic's senior minister.

"Mr Lee gave me one very good piece of advice," Mr Patten recalled later. "He said I should lay all my plans out and tell the Chinese what I intend to do in the next five years."

Yesterday Britain's 28th governor of Hong Kong was true to that advice. In a two-hour speech, opening the 1992-93 session of the Legislative Council, Mr Patten outlined in detail his proposals for the colony's social and political development in the years up to June 30, 1997, when Hong Kong reverts to Chinese sovereignty.

A good two-thirds of his address was devoted to underlining his commitment to social policy in Hong Kong - a place not associated with the values of the Nanny state or even One Nation Toryism. But

the most significant part came at the end when he turned to constitutional development.

Mr Patten tried to steer a course between the democratic aspirations of the people of Hong Kong and the political realities of the colony's reverie to authoritarian China, in just under five years. As he expected, democrats in Hong Kong and the Chinese government were both negative in their initial response.

His proposals on the current state of constitutional affairs had been well telegraphed. He has split the Executive Council - its quasi cabinet - from the legislature, thereby shedding the conservative representatives appointed by his predecessor, Lord Wilson.

At the same time he has promised to appear before the legislature to answer its questions, pledged to give it financial and administrative autonomy and encouraged it to establish a system of parliamentary committees which can oversee and challenge the government on policy.

More controversial, however, are his proposals for the conduct of the 1995 elections. He revealed in his address that Mr

Douglas Hurd, the UK foreign secretary, has formally raised with China the issue of allowing more "democratically" elected seats in 1995.

He held out little hope for success in this. China has set its face against allowing more than 20 of the 60 seats to be contested by popular vote. Instead he produced a package which aims at maximum democracy within the constraints of the Basic Law, the

colony's mini-constitution drafted by Beijing in the aftermath of the Tiananmen massacre of June 1989.

He proposes to have the 230 seats of Hong Kong district and urban councils elected democratically - at present a third are appointed. He further proposes that these 230 persons form an electoral college which will elect 10 members to the legislature in 1995.

In 1995, 30 representatives

## AGENDA FOR THE NEXT FIVE YEARS

## Political

**Immediate:**

- Separation of the Executive Council (ExCo) from the Legislative Council (LegCo)
- Establishment of legislative committees to vet government business
- A monthly governor's question-time
- A new ExCo consisting of business and civic leaders

**1995 Election Proposals:**

- Lower voting age to 18
- Single-seat, single-vote constituencies
- Abolition of appointments to local councils
- Election committee to appoint 10 LegCo members from democratically elected local councillors
- Broadening franchise of functional constituency elections

**Social and Economic**

- Establishment of a Monetary Authority
- Business Council to advise Governor
- Commitment to low taxation and restraining public spending growth to below that of the economy
- Spending increases of: 20 per cent in real terms for university research and development projects over 1991/92 to 1994/95; around 18 per cent in real recurrent spending on education over next five years; 26 per cent in real recurrent spending on social welfare over next five years; 15 per cent in social security benefits, and their future indexation; 22 per cent in real recurrent spending on health care; HK\$3bn towards sewerage system
- Abolition of capital punishment
- Review of freedom of information and press laws
- Citizens charter to make bureaucracy more accountable

will be elected through the so-called "functional" constituencies - small lobbies representing various business and professional sectors. Mr Patten proposed that for the existing 21 functional constituencies the franchise be widened.

"I think that the package I put forward hangs together. And I think it represents a useful but not extreme step forward in broadening participation in Hong Kong's affairs," he told the press. "Why have a

great fuss now? Let us demonstrate that it can work... If China wants to change it back, then it won't lose anything in its own terms."

That quotation contains both the carrot and the stick of Mr Patten's strategy. What he seems likely to say to China is that his proposals are in China's best interests; that they will deliver to China a Hong Kong content with its political structures. But the last sentence indicates that he might just do it without approval.

Mr Patten did not only address constitutional matters. Some impressive spending commitments were made.

More will be spent on improving services to the elderly and the handicapped; more money also will be dedicated to income support, retraining, education, housing and the environment. Spending in these areas will rise by 21 per cent in real terms up to 1997. HK\$830m (£800m) more will be spent in 1996-97 than otherwise planned.

As for capital spending, HK\$3bn will be put towards improving Hong Kong's sewerage system - in an attempt to clean up Victoria Harbour, one

of the filthiest stretches of water in the world.

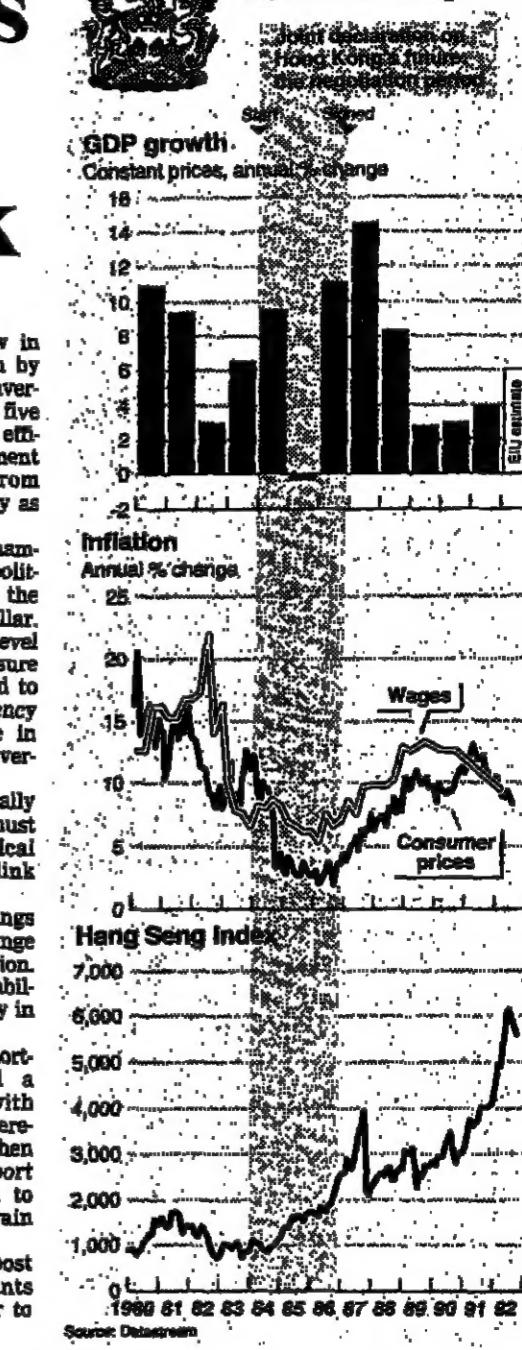
The funds to be deployed come from a windfall gain to the exchequer this year. Instead of a budget surplus in 1992-93 of HK\$7.5bn the government now expects to have a surplus of HK\$13.5bn. Very sensible," Mr Patten observed yesterday.

Having addressed the concerns of social welfare, Mr Patten also attended to some business concerns. The announcement of a monetary authority will be well received. But it will be no Bundesbank. It will report to the financial secretary.

Mr Patten's creation of a Business Council should also be welcomed. The first task he has set his council is to advise him on competition policy.

In spite of Hong Kong's free-wheeling capitalist image, many companies depend for their existence on exclusive or duopolistic franchises awarded to them by the government, or operate in cartels, such as banking and food retailing. The Business Council's report will be eagerly awaited.

## The economy



## New institutions offered to keep growth on track

By David Dodwell,  
World Trade Editor

MR PATTEN'S economic plans embrace the icons of the past, but at the same time offer novel prescriptions - including commitments to tackle head-on the problems of monetary stability, inflation, and skills shortages.

He proposed creating a number of important institutions: a Governor's Business Council to advise "how best we can sustain our economic growth"; a formal Monetary Authority to help in ensuring monetary stability; and an Efficiency Unit to enhance public sector efficiency.

Mr Patten talked optimistically of "a trade wind" that promises to sweep the region, creating in its wake an economic revolution as great as any seen in Europe or North America since the start of industrialisation.

"Hong Kong's position is strong; but it is not impregnable," he said, announcing plans to "mobilise the very best talent and experience that Hong Kong has to offer" to advise on the years to come.

The Business Council will be mandated to advise on:

- how the territory might remain "the most business-friendly location in Asia";
- the impact of government policies on business;
- how to maximise the potential of Hong Kong's location and resources;
- promotion of trade and industry.

The assault on inflation, now in double figures and being driven by economic growth expected to average 5 per cent over the next five years, will focus on enhanced efficiency. This involves a commitment to prevent public spending from growing faster than the economy as a whole.

Control of inflation has been hampered by the need to retain the politically stabilising link between the Hong Kong dollar and the US dollar. It has been maintained at this level - despite sometimes fierce pressure to revalue - because of the need to maintain confidence in the currency during any political turbulence in the run-up to the transfer of sovereignty to China in 1997.

Mr Patten repeated unequivocally that the exchange rate link "must and will remain". "The political risks of tampering with the link would be enormous," he said.

The Monetary Authority, brings together the Office of the Exchange Fund and the Banking Commission. He felt this would "enhance our ability to maintain monetary stability in the years to come".

In tackling labour and skills shortages, Mr Patten announced a Retraining Fund, endowed with HK\$300m (£22.7m), but funded thereafter by levies on employers when they seek permission to import workers. This fund is expected to enable the government to retrain 15,000 workers over three years.

The government will also boost funding of the Research Grants Council from HK\$122m this year to HK\$180m in 1994-95.

Source: Datstream



## Britain expresses determination to pursue proposals

By Robert Maulhauer,  
Diplomatic Editor

THE governor of Hong Kong, Mr Chris Patten, said yesterday that he would discuss his proposals for greater democracy in the colony with the Chinese government, but that Beijing would not be allowed to veto his plan.

Mr Patten will have the first

opportunity to sound out Chinese officials when he visits Beijing on October 21.

But the signs are that he will be given a rough ride.

China's official news agency Xinhua yesterday accused Mr Patten of being "irresponsible and imprudent" because he had not discussed his proposals with the Chinese authorities before announcing them.

That accusation was denied by the Foreign Office in Lon-

don. Mr Douglas Hurd, the foreign secretary, had given his Chinese opposite number, Mr Qian Qichen, an outline of the proposals at their meeting in New York on September 20.

The Chinese interpretation of "consultations" is that only decisions with which they agree should be announced, a British official said.

In an interview with British television, Mr Patten said that

his proposals reflected the legitimate aspirations of the people of Hong Kong for more democracy.

But he made clear that he had also taken into account the need for his plan to be consistent with China's Basic Law for the territory, the constitution which will come into effect after the hand-over of the colony to Beijing in 1997.

If Beijing objected to his proposals, he would "use

such rhetorical gifts as I can manage to convince China that this is in Hong Kong's long-term interests and this is what the people of Hong Kong want.

British officials stressed that the UK government would back Mr Patten's pledge to try to persuade Beijing to accept a quickening of the pace of Hong Kong's democratic development, with the specific aim of increasing the number of directly-elected seats to the col-

ony's Legislative Council (LegCo).

According to present plans, these seats are due to rise from 18 to 20 in 1995 out of a total of 60 LegCo seats.

The officials recognised that any increase in the number of directly-elected seats would require a change in the Basic Law and that there was little or no chance that Beijing would agree to such a modification.

Mr Hurd's proposal to

increase the number of directly-elected seats was rejected by Qian Qichen at their New York meeting.

But the Foreign Office emphasises that greater democracy could also be achieved by other means, notably through Mr Patten's ingenious proposal to increase the number of functional constituencies for indirectly elected seats and to extend them to include the entire working population.



## 'Not far enough' say colony's liberals

By Our Foreign Staff

MR Patten's proposals for democratic reform angered the colony's liberals who argued the changes did not go far enough.

Liberals were particularly angered by Mr Patten's announcement that the colony's quasi cabinet, the Executive Council, would be closed to all party politicians and that the executive and legislative councils would be split.

China has implacably opposed British efforts to raise the number of directly-elected members and analysts say Mr Patten appears to be trying to boost Hong Kong democracy while still sticking to the letter of Chinese demands.

able thing by giving us full democracy now and using the next four-and-a-half years to convince China. Poll after poll shows that the people want democracy although they know China would not approve.

Professor Peter Harris, a political scientist at the colony's university, explained the

negative reaction to Mr Patten's proposals said: "The constitutional changes are going to hit a lot of people who had a lot of power in this town for a long time. They're going to lose a lot of face."

However, business analysts welcomed Mr Patten's blueprint - but said investors

should wait to see the extent of China's anger before loosening their purse strings.

The mood in the trading room was very relaxed after the speech," said Mr Howard Gorges, managing director of South China Securities.

Mr Paul Cheng, chairman of the Chamber of Commerce welcomed Mr Patten's blueprint - but said investors

comded the framework of an executive-led "yet more accountable government".

He also said the chamber applauded the governor's Business Council, "which provides an opportunity for a direct dialogue and close co-operation between the business community and the governor."

Both are opponents of the agreement reached between Britain and China last year on the colony's Court of Final

Appeal. Mr Patten would not be drawn yesterday on the significance of their appointment, but indicated he might revisit the issue of the court. "I look forward to discussing the Court of Final Appeal with my new Executive Council."

Mr Patten also appointed one of the 44 Hong Kong citizens named by China to advise Bel

gium on Hong Kong affairs. Mr Tung Chee-hwa, 54, is a director of Orient Overseas Container Line and a former member of the Basic Law Consultative Committee which advised Beijing on the drafting of the colony's post-1997 constitution.

As expected Mr Patten

retained the services of Mr William Purves, chairman of HSBC Holdings, and Baroness Lydia Dunne. Baroness Dunne's use to Mr Patten goes further than just Hong Kong. Her seat in the British House of Lords may be useful to him.

July 11

Just in time

# India to sell off stakes in leading state companies

By Shiraz Sidhu  
in New Delhi

THE Indian government said yesterday it would go ahead with the sale of shares in eight state companies on October 14. The sale, through open auction, is the second phase of a privatisation programme which is expected to raise Rs36bn (US\$800m).

The eight companies involved include some of India's best performing government-owned enterprises - the Steel Authority of India, Hindustan Petroleum Corporation (formerly Esso Eastern) Bharat Petroleum (earlier Burmah Shell) and the high-precision machine tools manufacturer, Hindustan Machine Tools.

Shares in 31 state enterprises were sold last year, in the first phase of Indian privatisation.

According to Mr Suresh Kumar, an official in the industries ministry, shares in 12 more state enterprises will be

sold in this financial year (ending March 1993).

The open auction system will ensure a more transparent and broad-based method of privatisation, say officials. While last year, the government offered random blocks of shares to mutual funds, this year, individual company shares will be auctioned.

The government has stipulated that each share application should not be less than Rs25m (US\$22,471) for the current tranche.

The government is selling 5 per cent of the total paid-up capital of the eight public enterprises, totalling Rs400m, to companies, financial institutions and individuals, through sealed tenders to be opened on October 14. The face-value of each share is Rs10.

The sale, officials say, is being implemented in a phased manner, in view of the size of India's capital market relative to the assets of the public sector. Market circles maintain

that the government extended the date of the auction from October 6 to October 14 fearing an inadequate response.

In the expectation of the introduction of direct public offers soon, individual investors are unlikely to make bids at the current auction. The minimum amount of Rs25m to be offered is also too high for individuals, stockbrokers and private sector financial companies, say market sources. The cautious approach towards buying is also related to the fact that the investors do not expect high profits for their investments, at least in the short run.

An indication of the poor response is that certain public sector shares already on the market have plummeted in the last week. For instance, shares of Hindustan Petroleum fell from Rs1,200 to Rs650 this week, those of Bharat Petroleum fell from Rs1,275 to Rs750, and Steel Authority of India

shares slipped to Rs85, from Rs88.

When the government first decided to mobilise resources through privatisation in July 1991, they envisaged privatising loss-making companies, which were a drain on the central budget.

However,

the government was forced to offer some of its most profitable enterprises because it feared there would be no takers for loss-making concerns, and that the fiscal adjustment programme required by the International Monetary Fund would be in danger. The response to the current phase of privatisation will help set the tone for the next round in November.

The overall privatisation programme, announced last year, will take place over at least 10 years. The government is committed to selling up to 49 per cent of all state companies, with the government keeping a controlling share.

## Taiwan prosecutor questions executive

THE chairman of a Taiwanese company at the centre of the island's biggest shares scandal has denied charges of manipulating stocks and has been allowed bail, Reuter reports from Taipei.

Taipei's chief prosecutor Chuang Chun-shan freed Mr Peter Hsu, chairman of the Formosan Rubber Group, on bail of T\$1m (US\$2,471) after questioning.

Mr Hsu, who had been sought by agents of the Bureau of Investigation, voluntarily appeared before the prosecutor. He denied collaborating with detained leading stock market player Mr Lei Po-lung to manipulate the price of shares of Formosan Rubber.

Meanwhile, Taiwan's Securities and Exchange Commission has recommended that 21 people be charged with stock manipulation. Mr Chuang said he would summon the suspects for questioning before deciding whether to charge them.

He did not name any of them, but said they were individual investors. If found guilty they could face seven years in prison.

The 21 allegedly manipulated the price of shares in Formosan Rubber, which is at the centre of a scandal surrounding defaults on payments for T\$8bn stock purchases.

The price of Formosan Rubber's shares soared to T\$370 per share in September from T\$88.50 in May. It closed at T\$88.50 yesterday.

A leading stock market player and a board member of Formosan Rubber are in custody on similar charges.

Mr Lei Po-lung, one of four shadowy "Big Hands" who often determine the fortunes of the volatile and speculative market, was detained on September 20 for alleged involvement in a string of stock payment defaults that sent the bourse plunging last month.

Mr Alex Hsu, a member of the board of directors of Formosan Rubber Group, has been detained for allegedly collaborating with Mr Lei to prop up the price of the company's shares.

## Savimbi invited to join coalition

By Julian Ozanne in Luanda



Savimbi in isolation

ANGOLA'S MPLA government, victors in the country's first free elections, yesterday invited UNITA, the former rebel movement, to join a government of national unity if it accepted electoral defeat.

The conciliatory move came as the UN Security Council agreed to send an ad hoc committee to Angola to join international efforts to shore up Angola's peace process which is threatened by UNITA's claims of election fraud.

The government offer, made by Mr Pedro Van Dunem, Angola's foreign minister, was welcomed by international observers in Luanda who are searching for a compromise to keep UNITA, the former US- and South African-backed guerrilla group, in the peace process and avoid plunging the country back into violence.

In Luanda, UNITA stepped back from the brink by agreeing to take part in four commissions of inquiry. Investigations

next week when the investigation is complete. Official returns with more than 90 per cent of the vote counted show President Eduardo dos Santos of the ruling MPLA government leading his arch-rival Mr Jonas Savimbi, the UNITA leader, by 50.8 per cent to 36.8 per cent.

Western observers say the future of Angola's peace process rests upon the erratic Mr Savimbi who remained in isolation yesterday in the hilltop Luanda suburb of Mirandela refusing to meet the MPLA and international observers, including South Africans.

The South African Trade Mission in Luanda refused to confirm reports that Mr Plik Bota, South African foreign minister, had postponed a trip to Luanda yesterday because Mr Savimbi was unavailable.

Efforts were under way yesterday to prepare a compromise acceptable to Mr Savimbi. Among proposals being discussed were a second round of presidential elections between

Mr Savimbi and Mr dos Santos, a government of national unity with genuine national and provincial power sharing arrangements and an interim administration of both parties.

"Although the MPLA has won the elections Savimbi has shown he has a way following throughout the country and especially in the important central provinces of Bie, Huambo and Benguela," said a diplomat. "No party can rule Angola without the other especially given the challenge of economic reconstruction. A way has to be found to keep UNITA on board and that means finding a place for Savimbi because Savimbi is the problem and the way he rules UNITA means that UNITA can't accept anything which doesn't please the Boss."

Senior UNITA officials also suggested that a compromise could be worked out. "Any solution must avoid outright victory for one side and humiliation for the other," said Mr Jardim Muekala.



CARETAKER PM TO OVERSEE KOREAN ELECTION

By John Burton in Seoul

SOUTH Korea's President Roh Tae-woo yesterday picked a university president to head a neutral cabinet that will preside over December's presidential election.

The opposition parties welcomed the choice of Mr Hyun Soong-jong, 73, (pictured above) a law professor and president of Hallym University.

President Roh last month promised the appointment of a neutral caretaker cabinet to persuade the opposition to end its three-month boycott of the National Assembly.

The two opposition parties wanted guarantees that the government would not use its agencies to influence the presidential election in favour of the ruling Democratic Liberal party. This followed allegations of government interference in the March parliamentary election. The National Assembly resumed work on Monday.

New non-partisan ministers for the politically sensitive posts of justice, home, information, political affairs and possibly the intelligence agency will be announced tomorrow.

The rest of the cabinet, including the economic ministries, will remain unchanged.

## NEWS IN BRIEF

### Ethiopia reforms 'depend on aid'

ETHIOPIA'S central bank governor Mr Leikun Berhanu appealed yesterday for urgent foreign aid to help the country cope with economic reforms and the legacy of Marxist rule and civil war, Reuter reports from Addis Ababa.

"Timely and adequate financial support from multilateral and other donors is very critical if the reform package is to succeed," Mr Leikun said. The reforms would shortly include introducing higher interest rates.

Borrowing rates would no longer favour farmers' collectives, which paid 4.5 per cent compared to 9 per cent for businessmen. Rates will still be set by the central bank.

Ethiopian businessmen would be allowed to establish banks and insurance companies. The finance sector would remain closed to foreign investors for the time being.

### Israeli troops fire on demonstrators

Israeli soldiers shot and wounded at least 78 Palestinians in the occupied Gaza Strip yesterday during marches in support of a prisoner hunger strike, Reuter reports from Rafah, Gaza Strip.

Soldiers fired live ammunition, plastic bullets and tear gas to disperse several thousand demonstrators outside the Red Cross headquarters in Rafah refugee camp. Palestinians threw stones and fire bombs. The clashes were the fiercest in the Strip in five months.

The protests were to back an 11-day-old hunger strike by Arab prisoners demanding better treatment.

### Iraqis in attack on Kuwaiti post

Iraqis attacked a Kuwaiti border post on Tuesday, wounding Kuwaiti security men, Reuter reports from Kuwait City.

The Kuwaiti interior ministry said guards at the Bahra Hoshan post and reinforcements repulsed the attack.

## We are hostages, say Lebanon's Christians

Lara Marlowe on despair at the continued role of Syria as Maronite leadership bickers and splinters

A NEW poster covers the walls of the Maronite Christian Phalange party headquarters near Beirut port. "Freedom - kidnap - Lebanon hostage," it says.

Dollops of red ink fall from the arrow-pierced heart of a dove of peace. Prison bars are superimposed over a map of Lebanon and upon a photograph of Mr Boutros Khawand, a party official kidnapped on September 15.

Mr Khawand's colleagues say they do not know who is holding the Phalangist central committee member, but the poster's message is simple enough: Syria, which maintains 40,000 troops in Lebanon, has "kidnapped" the country.

While a majority of Lebanese have learned, however grudgingly, to live with the Syrian presence, a hard core of Maronites continues to reject the influence of Damascus as their leadership bickers and splinters in the aftermath of parliamentary elections.

"Lebanese Christians have never been so full of despair," says Mr Issa Garaib, editor-in-chief of Beirut's L'Orient le Jour newspaper, who adds: "It started with the inter-Christian war in 1990. It's been downhill ever since."

Five of the 128 parliamentary seats remain to be filled in a special by-election in the strongly Maronite Kesrouan region on October 11. The August 30 poll was postponed when all candidates in the region agreed to boycott the vote. But 22 candidates have now registered for the by-election - and their change of heart has plunged Maronite leaders into an unseemly bout of mud-slinging.

The candidates include Mr Fares Bouzai, who resigned as foreign minister in August in protest at the holding of the original elections.

Mr Bouzai explains the reversal of his decision by claiming that the Maronites are "committing political suicide" and that Kesrouan cannot be turned over to "outsiders". He condemns the Christian leaders most vehemently opposed to the elections - ex-president Amin Gemayel, Raymond

Edde, Dory Chamoun and former rebel General Michel Aoun - for "mixing opposition and tourism" by living in France.

From Paris Mr Edde brands Mr Bouzai "a Syrian agent".

Gen Aoun yet again broke his promise to the French to refrain from political statements, demanding that all Lebanese politicians resign from public office.

The general, who has a wide but inactive following in Lebanon, will not be allowed to return from his exile in Maronites until 1998.

Phalange party President George Saade, who resigned as minister of post and telecommunications, also in protest at the elections, now says that he too regrets the boycott.

Many Christian politicians

regret the poll boycott which they now see as political suicide

There will be 64 Christians in the new parliament which will convene for the first time on October 16. But, says Mr Saade, "not all Christians represent Christianity".

The Syrian Socialist Nationalist Party (SSNP) has many Maronites. They won nine seats in parliament - they took over our seats. Hizbullah won in Beirut before the expected withdrawal of Syrian troops from Beirut before the end of the year.

Syria has already begun removing heavy weapons from the capital to the Bekaa valley, a redeployment which is improving Lebanon's morale, especially among the Maronites. But Syria's influence over the Beirut government - and its military presence in the north and east of the country - will remain for years.

Although it dictates Lebanon's security and foreign policy, Damascus has largely refrained from intervening in the Lebanese economy. Three World Bank and International Monetary Fund delegations will visit Beirut this autumn, and Lebanese officials hope their findings will generate more than the \$150m World Bank emergency loan already granted for water, electricity and telecommunications.

The Lebanese pound has lost nearly two-thirds of its value this year. Yet the bread riots which brought down prime minister Omar Karami's government in May seem a distant memory. Those riots were triggered when the Lebanese pound fell to 2,000 to the dollar. The exchange rate is now 2,773 to the dollar and the trade unions are all but silent. Outrage at Lebanon's impoverishment has given way to stoic resignation.

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## Clinton flares up under fire on TV and keeps his big lead in the polls

By Jurek Martin, US  
Editor, in Washington

**GOVERNOR**  
Bill Clinton showed his temper yesterday. He was undoubtedly provoked, his anger did not last long, and it won him a round of applause.

However, with all political attention in the US zeroing in on the first of the televised debates by the main candidates, due next Sunday, any variant in the confident mood of the front-runner in the presidential election assumes disproportionate significance.

President George Bush's supporters are beginning to hope that a seam of weakness might have been discovered in their Democratic opponent at last.

Mr Clinton had been pressed by Mr Phil Donahue, the TV talk show host, on the latest Republican attempts to discredit his character.

These are mostly disseminated, without substantiation, by the ultra-conservative Washington Times newspaper, and are that Mr Clinton attended several meetings, in the US and Europe, of the anti-Vietnam war movement more than 20 years ago, that he once considered renouncing his US citizenship and, most darkly, the implication that he might have been suborned during a visit to the communist Soviet Union and Czechoslovakia early in 1970.

Mr Donahue said it was clear Mr Clinton had been "more active" in the anti-war movement than he had previously let on, and that "we are right to ask these questions because we wonder what kind of leadership you would bring to the Oval Office."

"You are wrong to ignore my entire public life," Mr Clinton brusquely responded, "which you and a lot of other people have done, and to make up your own characterisation on this so that you can once again divert people from a discussion of the things that will affect their lives." The studio audience, sympathetic to Mr Clinton, erupted in cheering.

The incident is probably trivial in itself and did the Democratic candidate no immediate harm. But it may serve as a sort of trailer for the debates themselves and the extent to which Mr Bush will seek to change the subject from the state of the national economy to his opponent's character.

Mr Clinton has shown testiness before in the long campaign — as has Mr Bush. Mr Ross Perot, the third presidential candidate at the debating table, is permanently testy under questioning. The independent from Texas prefers, as he did in his first paid TV commercial on Tuesday night, to lecture audiences on what is wrong with the country.

More polls yesterday confirmed the impression that only a radical change of mind by the electorate, which could be induced by some egregious mistake in the debates, can stop him winning the presidency.

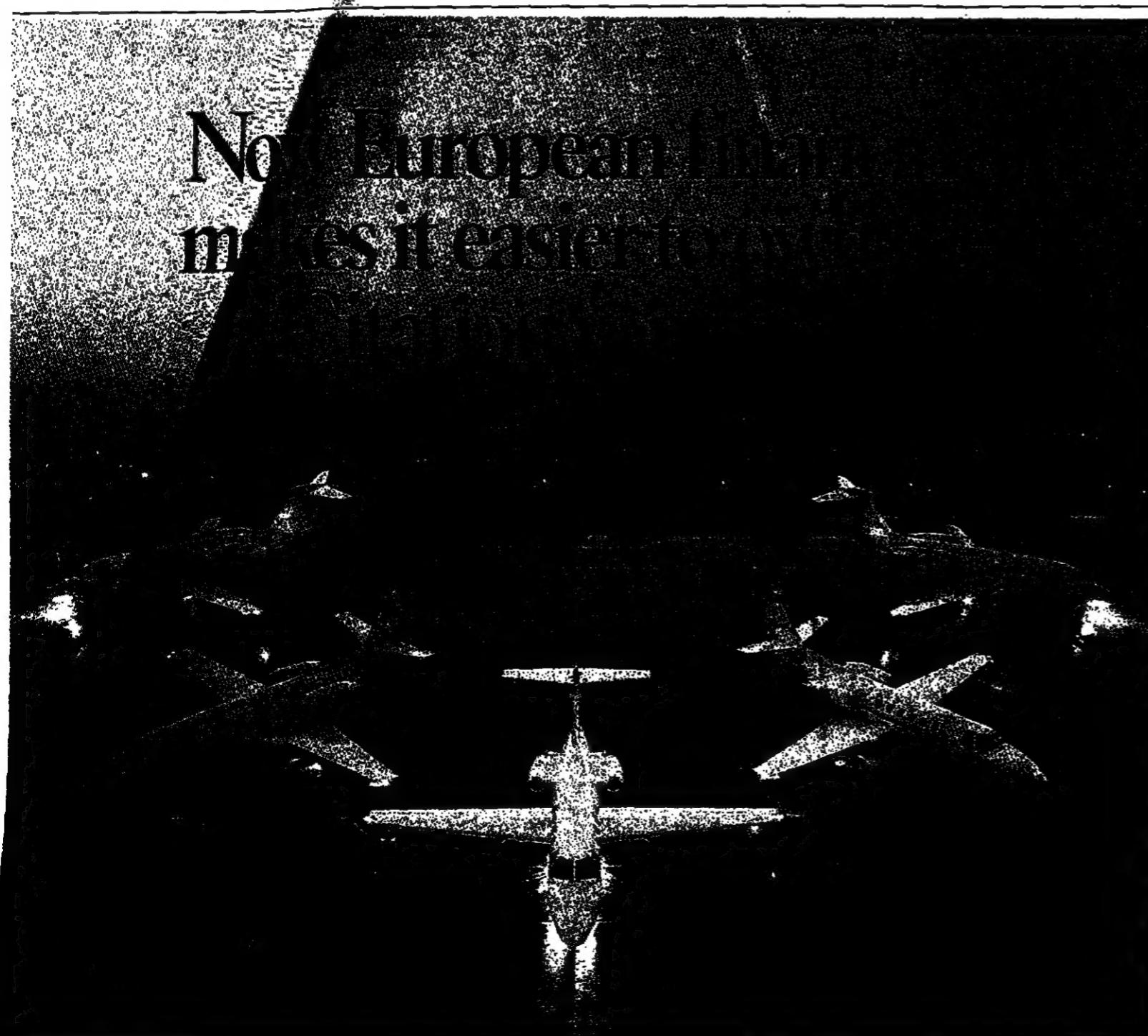
A national opinion survey for The Los Angeles Times has given him 48 per cent, Mr Bush 34 per cent and Mr Perot 14 per cent, while the *Associated* BBC poll's split was 46-32-10.

Among new state polls, Mr Clinton was 20 percentage points ahead in California, 18 in Pennsylvania, 16 in New Jersey, and 13 in North Carolina.

The Bush campaign seems to have written off California but the other three states are very important if the candidate is to be re-elected.



Governor Bill Clinton, struggling with a sore throat, speaks to a presidential campaign rally at a food stand in Nashville, Tennessee, after being questioned closely on a TV programme about his anti-war activities in the 1960s. The Democratic candidate counter-attacked sharply and won applause



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Just in time

### CIA gave wrong data on Iraq loans

By Alan Friedman  
in New York

THE Central Intelligence Agency (CIA), in an unusual public statement on intelligence matters, has admitted that it provided the US Justice Department and federal prosecutors with incorrect information about illegal loans to Iraq, made by the Atlanta branch of Italy's Banca Nazionale del Lavoro (BNL).

While denying it had made any effort to cover up knowledge of the BNL affair, the CIA admitted that its response to a prosecutor's request for information on the alleged involvement of BNL's Rome head office in the Atlanta scandal was "incomplete".

Two weeks ago, the Justice Department made public a September 17 letter from the CIA which claimed its only knowledge of Rome's awareness of the Iraqi loans came from "publicly available information". This, however, was soon contradicted by other CIA sources.

The issue of CIA knowledge of the illegal Iraqi loans is at the heart of the BNL case since the Bush administration has argued in court that the entire \$5bn loan operation — of vital importance to Iraqi President Saddam Hussein's nuclear, chemical and missile projects — was single-handedly organised by BNL's former Atlanta manager.

Immediately after the CIA claim was made, however, a firestorm of criticism was directed by Congressional leaders at Mr Robert Gates, CIA director. He was accused of having provided misleading information, since classified CIA reports sent to Congress explicitly stated that the CIA had independently confirmed press reports that "more senior BNL officials in Rome" knew of BNL Atlanta's activities, and that some Iraqi loans had even been approved in Rome.

The CIA's knowledge is also relevant since a federal judge said in Atlanta last week he did not believe the US government's case. He ordered a full BNL trial of the former Atlanta manager. The judge also said CIA documents he had received provided "definite" proof of Rome's involvement. Judge Marvin Shoob also demanded that a special prosecutor investigate the BNL case, a call that was also made by Mr Bill Clinton, the Democratic presidential candidate.

Other documents released in Atlanta included a memo from one prosecutor who was worried he might have accidentally stumbled onto a CIA covert operation to arm Iraq by using BNL loans.

Mr Mark Mansfield, CIA spokesman, yesterday said there was no intention to mislead anyone or to hold anything back. "It was the result of an honest mistake and a record system that is somewhat less than perfect," he said.

Mr Mansfield added that Mr Gates had requested the CIA inspector-general to conduct a review of the BNL issue and to report back by the end of the year.

Parties not fielding can-

## Wide backing for foes of Canada's new constitution

By Bernard Simon  
in Toronto

OPPONENTS of Canada's proposed new constitution have opened up a wide lead in several key provinces, less than three weeks before a national referendum on a constitutional package.

A Gallup poll published yesterday shows the No side is backed by 53 per cent of decided voters in British Columbia, 51 per cent in the three prairie provinces and 46 per cent in Quebec. Support for the deal in these regions is estimated at between 30 and 36 per cent.

Doubts about the outcome of the October 26 referendum have already driven up domestic interest rates and elicited warnings of further economic turbulence.

Mr Ted Newall, chief executive of Nova Corporation of Alberta, one of the country's biggest energy and pipeline companies, warned on Tuesday night that a No vote would, at best, mean 5-15 per cent of economic and political uncertainty.

The constitutional package, known as the Charlottetown Agreement, is supported by all three national parties, the leaders of all 10 provinces, and the bulk of Canada's business community.

They have been put on the defensive, however, by having to acknowledge that the agreement is a compromise which

gives no region or interest group everything it wants.

Critics of the deal, the most vociferous of whom include Quebec separatists, western Canadian regional groups and women's activists, have had the advantage of being able to highlight the agreement's weaknesses.

Quebec separatists, for instance, have emphasised how few new powers will be transferred to the francophone province under the deal. The Alberta-based Reform Party, on the other hand, has touched a sensitive nerve in western Canada by pointing to a provision which guarantees Quebec a minimum of 25 per cent of the seats in the House of Commons.

In addition, many voters are using the referendum debate to vent a wider range of frustrations with the political process.

The Yes side, which was slow to put its campaign into gear, still expects to make up ground over the next few weeks. It is taking some comfort from the high proportion of undecided voters — 22 per cent in Quebec and 17 per cent in British Columbia.

The legal text of the Charlottetown Agreement is due to be published next Monday, dealing with complaints that voters have not been able to assess the fine print of the deal. Critics are expected to scour the text in search of new ammunition for their arguments.

## Three main parties spurn Peru election

By Sally Bowen in Lima

REGISTRATION for Peru's congressional elections will close at midnight tonight, three prominent parties having decided not to field candidates, Peruvians will vote on November 22 for a new, 80-member "democratic constituent" congress.

President Alberto Fujimori is hoping for a majority so as to continue economic liberalisation and structural reform. Also, the resumption of much-needed international financial assistance to Peru, frozen since the president dissolved the previous Congress and suspended the constitution on April 5, depends on a return to democracy.

The parties not fielding candidates argue that the new Congress, charged with writing a new constitution, already has its hands tied by Mr Fujimori. Opposition to his regime by former presidents Fernando Belaúnde and Alan García has ensured that their parties, Popular Action and Apra respectively, will not run.

The right-wing Freedom movement of Mr Mario Vargas Llosa, defeated by Mr Fujimori in the last presidential election, has also refused to participate.

Up to a dozen groups, many of them newcomers to Peruvian politics, could meet the deadline tonight.

Parties which failed to gain

at least five per cent of the popular vote in the 1990 elections, and so do not qualify for registration, have had to collect signatures from at least 100,000 backers.

Early opinion polls indicate that Mr Fujimori's Change 90 party, with New Majority, headed by former mining minister Mr Jaime Yoshiyama, will sweep the board, but the volatility of the electorate means nothing can be taken for granted.

International observers appointed by the Organisation of American States are to start arriving in Lima today to monitor the electoral process.

## Observers declare poll in Guyana free and fair

INDEPENDENT observers, including US former president Jimmy Carter, yesterday declared elections in Guyana, held on Monday, free and fair, our Foreign Staff reports.

The count continued to suggest a strong lead for the opposition People's Progressive Party of Mr Cheddi Jagan, a former Marxist who now advocates market economics.

Results from 607 of the 896 polling places

gave his party 57.4 per cent of the vote, and 38.7 per cent for the People's National Congress of President Desmond Hoyte, whose backers alleged voting irregularities. The remainder was divided among nine small parties.

The poll was marked by looting and racially charged riots involving black supporters of the president and Mr Jagan's mostly East Indian backers, among Guyana's 750,000 people.

## Brazilian call for ministry

By Stephen Fidler,  
Latin America Editor

BRAZIL'S former privatisation chief said yesterday his country needed a privatisation minister to speed up the selling of state-owned companies.

Mr Eduardo Modiano, who resigned last week as head of the National Development Bank after the change of government in Brazil, told a Financial Times conference that only a minister would have the necessary influence to push through the necessary restructuring of companies to prepare them for privatisation.

Mr Modiano, who reported to the economy minister while in office, said delays had ensued from the slowness of some restructuring.

He favoured a Mexican-style process by which companies, once up for sale, would be transferred to the privatisation ministry, which would then carry out necessary restructuring.

He told the conference, on privatisation in Latin America,

that he expected the new Brazilian government of interim president Itamar Franco to continue the privatisation schedule for the next few months.

Thirteen companies are for sale before the end of January, with a total 33,355 employees and a total minimum price equivalent to \$2.68bn, payable in government debt. This

would double the combined size of the companies privatised so far.

He expected that two steel companies would provide the greatest test for the programme: Acasita, based in Minas Gerais, with 8,000 employees and a \$332m minimum price, due for auction on October 22; and CSN, a \$1.45bn company with 18,000 employees, based in Rio de Janeiro.

In Argentina, the govern-

## PRIVATISATION IN LATIN AMERICA

possibly damaging the appetite of individual investors for future privatisations. Part of the problem was that many investors took 100 per cent financing from banks to buy the shares, then were in trouble after the share price collapsed.

He said the Dutch auction system used to price the shares had resulted in too high a price, which was further inflated by allowing banks to finance the purchases. "It won't happen again," he said.

# Deadlock on Gatt may be broken soon

By Lionel Barber in Brussels

DESPITE intense efforts to lower hopes before this weekend's EC-US talks on a Gatt trade agreement, officials in Brussels said yesterday the meetings represent the best shot at a breakthrough in recent memory.

But the same EC officials cautioned that narrowing differences in agriculture, services and market access remained fraught with difficulty.

Concern exists, too, on how to present a potential breakthrough in public. A premature declaration of victory by a hale-augured President Bush or an over-eager UK Presidency of the EC could generate backlash, either among the Democratic majority in Congress or in Paris, where the French government has warned of the risks of a Gatt "sell-out".

The talks, starting in Brussels on Sunday, are surrounded by extraordinary secrecy. The European Commission could not reveal yesterday where they will be held, nor how long they will last, only that they may stretch into Monday.

Involved are Mr Frans Andriessen, EC external affairs commissioner, Mrs Carla Hills, US trade representative, Mr Ray MacSharry, EC farm commissioner, and Mr Ed Madigan, US agriculture secretary.

## Nafta treaty initialled in Texas

THE US Trade Representative, Mrs Carla Hills, Mexican commerce secretary Mr Jaime Serra Puche and Mr Michael Wilson, Canada's trade and industry minister, initialled the North American Free Trade Agreement (Nafta) yesterday, giving it preliminary approval. Reuter reports from San Antonio, Texas.

They were flanked by the leaders of their respective countries. The initialling must still be followed by a formal signing, and ratified by the legislatures of the three nations.

President George Bush hopes the treaty will boost his electoral chances, especially in states thought to gain from an increase in US-Mexican trade - hence the choice of Texas for the signing.

An opinion poll by the Mexican Institute of Public Opinion showed 48 per cent of Mexicans asked supported Nafta, down from previous estimates by other organisations.

### Australia power plant problem

A proposed A\$2bn (2300m) private power station in Western Australia is in jeopardy after the state government indicated it would not accept electricity prices proposed by Asea Brown Boveri (ABB), the Swiss/Swedish engineering group. Kevin Brown reports from Sydney.

ABB was commissioned in June by the West Australia State Energy Commission (SEC) to build and run Australia's first privately-owned and funded power station. But the project depends on final agreement between ABB and the SEC on issues including pricing and government support for associated debt.

Mrs Carmen Lawrence, Labor premier, has said the government would reject any contract with ABB raising energy prices or exposing the state to commercial risk. ABB plans to finance the project largely by bonds.

## GEC Alsthom nuclear deal

By Andrew Baxter

GEC ALSTHOM Engineering Systems, part of the Anglo-French engineering group, has won an important contract from Paks Nuclear Power Plant of Hungary for a proposed spent nuclear fuel store at its L760MW nuclear gas-cooled reactor plant.

The contract will provide a spent fuel store for all four of Hungary's VVER-type pressurised water reactors.

# Trieste must wait to relive old glory

Hopes of an economic renaissance have been unfulfilled, Haig Simonian writes

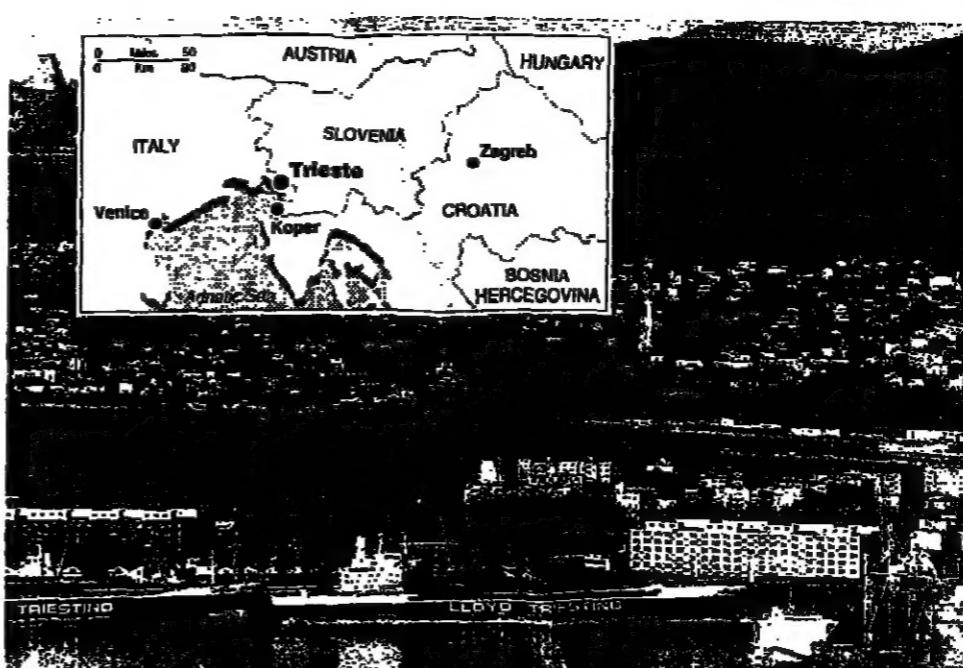
THESE are today some remarkably glum faces in Trieste, the Italian port city which three years ago thought of itself on the brink of an economic renaissance.

Once the port and commercial centre of the Austro-Hungarian empire, many locals believed Trieste would relive its former glories with the political and economic liberalisation of eastern Europe that was expected to follow the fall of the Berlin wall.

Even before that, Trieste was reassessing its historical function as a trading centre. On an average Saturday, it would be filled with cars from the former Yugoslavia - and even more distant east European countries - crammed with shoppers after scarce food and consumer goods.

While much of the trade was local and for private consumption, the volumes were immense, recalls Mr Pier Giorgio Luccarini, chairman of Cassa di Risparmio di Trieste, the city's savings bank. "Trieste used to be invaded by Yugoslavs. Rather than just buying one or two pairs of jeans, they would buy 20, keep two and resell the rest." The local chamber of commerce reckons cross-border business helped to support a disproportionately large retail sector for a city of 250,000.

Such flows fostered views that Trieste, isolated from the rest of Italy and vulnerable economically after losing its "hinterland" of Istria and Dalmatia to Yugoslavia after 1945, was set for an economic boom.



Trieste harbour: an irrational mood, sentimental for the past

"There was a mood which was irrational and sentimental for the past," admits Mr Giulio Staffieri, Trieste's mayor.

Instead, Trieste's economy has plunged into recession, with rising unemployment and a sharp increase in insolvencies. Retail sales alone have sunk by 40 per cent since hostilities broke out in the former Yugoslavia, the chamber of commerce reckons. Political turmoil in Yugoslavia put an immediate break on trade. While business has picked up since independence in Slovenia, Trieste's immediate neighbour, in mid-1991, commerce with other ex-Yugoslav states remains depressed.

Economic difficulties have also affected Hungary and the Czech and Slovak republics, says Mr Luccarini. "Travel may be easier now than three years ago, but many Hungarians and Czechs have less money to spend than they did under communism." While commerce and services, on which the city's economy is based, have suffered badly, it has also been hit by the recession in the heavy, public-sector industries which account for thousands of jobs.

The former Ilva steelworks are in receivership after a failed privatisation attempt, the local ship repair yards are in crisis because of overcapacity in the Adriatic, while the state-owned Grandi Motore marine propulsion group is suffering from a shortage of orders. Even the publicly-owned port, Italy's second biggest, is in loss.

Though wealthy, the city has one of Italy's oldest populations, with its birth rate is among the lowest. The population has been shrinking steadily for 20 years. Poor transport links with neighbouring east European countries have also impeded trade, says Prof Giacomo Burruo, rector of Trieste University and an expert on transport economics. New road and rail links are on the drawing board, but completion is still a long way off.

"What is missing in Trieste is entrepreneurship," says Mr Staffieri. "We need people who will set up new businesses and take advantage of the opportunities for trade with the east that will eventually arise."

Despite the difficulties, local businessmen have taken some initiatives. Eyebrows were raised last December when the savings bank opened a branch in the Slovenian port of Koper, across the bay. "No one could understand why," says Mr Luccarini. "But this is our obvious catchment area. Where else can we find new business?" Heartened by its success, he has just bought a small bank in Croatia.

The family-owned Illy coffee group, one of Italy's biggest, is planning to open a factory in Slovenia. Generali, Italy's biggest insurer company and Trieste's best-known company, has been returning to its central European roots with a string of deals in Hungary and Romania. "When the Berlin Wall fell, we felt we were on the verge of a new beginning," says Prof Burruo. "Now we realise it's going to take much longer."

## Russia approves draft law to raise customs tariffs

By Chrystia Freeland in Moscow

THE Russian government yesterday approved a draft customs law which, if it is approved by parliament later this month, will impose tariffs of up to 15 per cent on imports and up to 30 per cent on certain sensitive exports.

Mr Alexei Ulyukayev, a senior government adviser, described the draft customs law as an effort "to defend certain branches of our domestic industry" and as retaliation against North American and Western European anti-dumping laws which he said had hurt Russian exporters.

It may also represent an effort by Mr Piotr Aven, Russia's reformist minister of foreign economic relations, to defend himself against the biting attack of Mr Boris Yeltsin, the Russian president, who on Tuesday accused Mr Aven of "lack of firmness and consistency in defending Russia's interests".

The draft law proposes import tariffs of 15 per cent on finished goods and 5 per cent on parts and raw materials. No tariffs are to be levied on foods and medicines on the grounds that these goods are in desperately short supply in Russia.

Under the old Soviet system, quotas were used to restrict exports.

Under the draft law, quotas will apply only to oil, oil products, precious metals and gas, which are heavily subsidised in Russia. In their stead, the draft proposes that importers pay a tariff of between 10 and 35 per cent of the world price of the goods they are selling abroad.

To enforce the law, Mr Anatoli Kruglov, head of the State Customs Committee, told the official news agency that he hopes to double Russia's current 300 customs posts.

Mr Ulyukayev said that Russia is forming a customs union with Belarus and Kazakhstan, the most pro-Russian of the former Soviet republics, but that customs posts would be erected on Russia's borders with Ukraine, the Baltic republics and with the Caucasus region.

He said Russia was particularly disturbed by the smuggling of roubles from the Baltic republics, where they are no longer legal tender.

According to the Tass news agency, approximately Rbs750m in cash have been smuggled into Russia from Latvia and Lithuania since those republics *de facto* adopted their own currencies.



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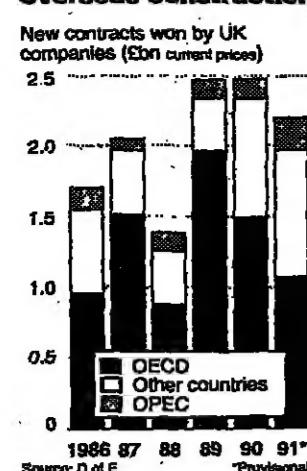
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On the way to  
the top, you  
may skip meetings.  
skip briefings.  
skip deadlines, but  
you should  
never, never, never  
skip-read.

The Economist

## NEWS: UK

## Overseas construction



Canary Wharf administrators and construction companies urge funding for new line

## Last minute bid to save Tube link

By Robert Peston and Andrew Taylor

THE administrators of Canary Wharf, the east London office complex developed by Olympia & York, will today make a last attempt to prevent the government shelving plans to extend the Jubilee underground line to London's Docklands.

At a meeting in London, they will ask the 11 commercial bank creditors to make a no-strings offer to the government of a £30m contribution to the Jubilee line's £150m costs.

Mr Denis Tunnelling, managing director of London Under-

ground, warned that if transport ministers cancelled the project they "will have to explain to the Public Accounts Committee why they have already allowed us to spend £120m on the project".

Last week, the banks made an offer to the government but said it was conditional on the environment department reuniting a building at Canary Wharf. Senior ministers have made it clear the government will not accept an offer linked to the relocation of officials.

The government has stressed

its commitment to build the Jubilee line if the private sector contributes £400m should not in any way depend on government support, such as reuniting a building.

The banks' proposal involves paying £38m immediately and the rest over 25 years. The Treasury, which wants the line scrapped to reduce public expenditure, has expressed misgivings about the fact that the banks will not guarantee the later payments. These depend on Canary Wharf being sold to a developer which

would meet the commitment.

The banks have told the government that if the later payments are not made it can reclaim the undeveloped land around Canary Wharf.

## Britain in brief



### Government to sell BR parcel group

Mr John MacGregor has signalled that the government will press ahead faster than expected with the sale of Red Star, British Rail's loss-making express parcels service, as part of a six-point transport privatisation programme.

Speaking at the Conservative Party conference, the transport secretary also revealed that London's buses would be privatised in 1993 and that the first round of railway passenger franchises would be introduced a year later.

Mr MacGregor told delegates that he had "just" authorised the sale of Red Star, which last year lost £12m on a turnover of £68m, and hoped to have completed the disposal of BR's other freight and parcels services before 1994 "once we have the legislative authority."

Confederation of British Industry, the UK employer's organisation.

The report by the CBI's Employee Relocation Unit said many employers wanted to create a more homogeneous workforce and believed they must develop plans to phase out differentials in pay packages between employees transferred from one location to another - the expatriates and local staff.

## Councils face insurance hike

Local authorities in England and Wales face steep increases in insurance premiums as a result of the demise of Municipal Mutual, the stricken insurer, a conference organised by local authority associations has been told.

The increase in premiums could average at least 50 per cent from last year's estimated total of £600m, according to the Association of Metropolitan Authorities.

## Student closed shop to end

Automatic membership of the National Union of Students will end soon, Mr John Patten, secretary of state for education, told the Conservative party conference.

"We have abolished the closed shop everywhere else. There is no reason why it should linger on in our universities and colleges," he said. "The NUS closed shop must go. It must go soon, and go it will."

The NUS, which has an annual income of about £2m from affiliation fees, rejected Mr Patten's "closed shop" claim.

## Hospital moves queried

The Charity Commission has asked St Thomas' hospital, London, for details on the expenditure of £160,000-worth of charitable funds in a campaign to promote the hospital's image.

St Thomas' is one of several central London teaching hospitals on the danger list for possible closure in a report due to reach Mrs Virginia Bottomley, health secretary, next week.

## Local pay call for 'expatriates'

Multi-national employers are seeking increasingly to encourage their "expatriate" European workers to accept local pay packages according to a report published by the

## PEOPLE

### Midland casualty returns to consultancy



American Gene Lockhart, who used to be Britain's highest paid banker, hasn't taken long to find a new job. The former chief executive of Midland Bank's UK banking operations has returned to his old firm, New York's First Manhattan Consulting Group.

The 42-year-old Lockhart, who was thrown out of work after the Hong Kong takeover of Midland in July, says that he had four or five offers to run US banks. However, he decided to go back into consultancy so that he could make some "real money".

He has been appointed president of First Manhattan Consulting International. First Manhattan, which specialises in advising financial services companies, is not represented

in London but Lockhart plans to rectify this and says that he expects to spend between a third and a half of his time in the UK.

Although Midland Bank's problems before the takeover have received considerable attention, Lockhart is generally reckoned to have done a good job in turning round the UK banking business. When he joined Midland in 1987 as head of its group operations he was the first foreigner to be made an executive director of a UK clearing bank.

During the two years he headed Midland's UK banking business, he increased operating profits by over 70 per cent, reversing a five year decline. He reduced the workforce by 15 per cent, increased net interest

margins by 30 per cent and introduced a number of innovations such as Firstdirect telephone banking service which attracted over 200,000 new customers from other banks.

Although some commentators have questioned whether Midland's standards of service suffered during Lockhart's brief regime, he describes his time there as "very successful" and plans to apply the lessons learnt to other banks.

Meanwhile, there is no news yet of what Dutchman George Loudon, the former chief executive of Midland Montagu and the other high profile casualty of the Midland takeover, is doing. Before joining Midland, Loudon had held senior positions with McKinsey & Co and Amro Bank.

## Courtaulds

The reshuffle at Courtaulds following the departure of Richard Lapthorne, finance director, to British Aerospace, appears to have run its course with the appointment of Neville Petersen as head of the Coatings operations in Europe. Lapthorne was replaced as finance director by Michael Pragnell, who was previously chief executive of Courtaulds coatings. Pragnell, in turn, has been replaced by Eryl Morris who now has main board responsibility for coatings which last year had a turnover of £678m and made profits of £29m.

Petersen, 52, was previously group chief executive of Plastcan Paints South Africa, the market leader of coatings in South Africa.

Courtaulds had initially wanted to leave before the merger, but stayed on in a consultancy role for two months in early summer of 1991. He then changed his mind and took the job of commercial manager.

Evered Bardon, where staffing levels have virtually halved in the past 14 months, has led to the job of commercial manager and company secretary being rolled into one. Tim Grimes, who was company secretary of Evered between 1986 and 1991, and who has since been commercial manager of the merged Evered Bardon, now reassumes the role as company secretary as well.

This leaves David Kaye, who had taken over as company secretary in 1991 after previously being commercial manager, without a job. "There was nothing else to offer him; the parting was perfectly amicable," says chief executive Peter Tom, who was chairman and chief executive of Bardon, before Evered and Bardon came together last year.

Grimes had initially wanted to leave before the merger, but stayed on in a consultancy role for two months in early summer of 1991. He then changed his mind and took the job of commercial manager.

Pamela Taylor, currently head of public affairs at the British Medical Association, has been appointed director of corporate affairs for the BBC.

Ian Leigh, formerly finance director of Colorvision, has been appointed finance director of SHORROCK SECURITY SYSTEMS, a subsidiary of BET.

Christopher Berry Green has been appointed deputy chairman of BERRY BROS & RUDD; he is replaced as chief executive by Ian Shearman.

Anthony Snow has been appointed chairman of HILL and KNOWLTON, part of WPP; Paul Tsaffe, formerly joint md of Shandwick Consultants, has taken his place as chief executive.

## Contractors hit by US recession

By Andrew Taylor, Construction Correspondent

UK contractors, under severe pressure because of the recession, won fewer overseas contracts last year, according to figures published yesterday by the environment department.

The value of international construction orders won by British companies fell by 11 per cent compared with 1990 to £2.2bn last year.

The biggest fall in orders was in North America where the value of contracts fell by more than 30 per cent from £1.14bn to £781m. The decline reflects the recession in US construction markets.

Overseas contracts account for less than 10 per cent of total order books of British construction companies.

Contractors last year made big gains, however, in the Far East, the world's fastest-growing construction market. The value of Far Eastern contracts won by British companies jumped by almost two thirds from £235m to £752m. This was despite a £75m lower contribution from Hong Kong.

Construction of Hong Kong's multi-billion pound Chek Lap Kok airport is expected to provide big opportunities for UK construction companies over the next few years. Costain, Trafalgar House and Amec have already won contracts for a project that rivals the Channel tunnel in size.

## Lamont likely to seek further cuts in public spending

By Philip Stephens, Political Editor

MR NORMAN LAMONT will today seek to restore the government's credibility in financial markets by putting tough control of public spending at the heart of the economic strategy which replaces UK membership of the European exchange rate mechanism.

As the chancellor prepared to set out at the Tory conference in Brighton the new ground rules for his economic policy, cabinet colleagues said the Treasury wanted to go further than the £24.5bn spending agreed for next year.

In spite of public admissions that the existing target would involve significant real reductions for most of the welfare spending programme, the ministers said the Treasury was emphasising that the figure was a "ceiling" rather than a target.

Ministers say the allocation of the overall budget between different departments would not be agreed for several weeks, but those already clear several over-budget projects would be brought into line.

The Treasury has told spending ministers that four

## Splits threaten to make Tories a band on the run

FORGET Maastricht. It is one side for three or four weeks.

The prime minister has been told his parliamentary business managers can guarantee majorities against the Tory Eurosceptics only if ministers drop their European presidency duties to stay at Westminster.

So the committee stage

Philip Stephens assesses the clash of wills threatening policy on Europe and the economy

might yet be deferred until the New year, leaving the splits to fester through the autumn.

But no-one - Lord Tebbit no more than Mr Douglas Hurd - doubts the government has the capacity to rally Maastricht. In the end Conservative heads will rule Tory hearts.

The economy offers no such certainty. Those expecting Mr Norman Lamont to produce a blueprint for a totally new economic policy will be disappointed. Life outside the ERM is not that simple.

The Chancellor will set out the parameters of a strategy, which will be familiar to anyone who watched the then Mr Nigel Lawson struggle to frame his policy during the mid-1980s.

The starting point is the objective of low inflation has not changed. The delivery mechanism will be tight control of public spending and a mix of monetary indicators to determine interest rates.

The value of the pound will, as Mr Lawson used to say, be "taken into account". Stickings to the public spending targets should allow modest tax reductions in income tax in the approach to the next election.

Mr Lamont's first priority is to show he still deserves to keep his job - first to his audience in Brighton and through their acclaim to the financial markets. But for many colleagues his speech will be no more than a staging post. They want sterling back in the ERM, not this month or next but within perhaps a year.

But the leading pro-European ministers - Mr Hurd, Mr Michael Heseltine and Mr Kenneth Clarke - see no reason to fight the ERM battle now.

They acknowledge the difficulties posed by Maastricht. They also see the economic case for caution about the timing of entry.

Next spring or summer seems a more realistic bet. So for the moment they echo Mr Lamont's formula that sterling will float for the "foreseeable future". But the ghost of the ERM has not been banished from the cabinet table.

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Data source: \*Chief Executives in Europe 1990

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## MANAGEMENT: MARKETING AND ADVERTISING

Gary Mead finds agencies having a crisis of confidence

# Why the customer is always right

The malaise of the UK advertising industry is firmly rooted in economic recession. Since 1989 at least 2,500 jobs have disappeared, leaving a pool of about 13,000 employed in the sector. As the recession continues, the fear is that more redundancies are inevitable.

But not just redundancies. Last Friday, the Institute for the Practitioners in Advertising (IPA) - the advertising agencies' trade association - staged a lugubrious conference in London, under the rhetorical title, 'Are Advertising Agencies History?'. The consensus was 'of course not', but no real agreement emerged as to what the future of advertising agencies might be.

The industry's flagging morale needs a boost. But against the background of fewer jobs, frozen or reduced marketing budgets, squeezed commission rates and no indication of an end to the recession, a dark cloud hung over the IPA's 75th anniversary.

Yet within that broad gloom are contrary indicators, not the least being Unilever's decision - made known to its advertising agencies last week - that it is standardising its commission payments to advertising agencies at 13 per cent.

While that is 2 percentage points below the long-standing figure demanded - but today rarely obtained - by advertising agencies, some agencies used by Unilever around the world have seen commission rates forced as low as 6 per cent.

It is most unusual for one of the world's largest marketing spenders - of about £1.5bn annually, making it the largest advertiser outside the US - to make such a move. Unilever believes it could probably have forced rates down to 11 per cent. It chose not

to because it wished to be seen to emphasise the importance it places on high quality advertising. Cheaper commission rates would, Unilever believes, ultimately have meant poorer quality advertising.

That signal of confidence in the role of big-spending advertising was reiterated by Michael Perry, Unilever's chairman, who at the International Association of Advertisers' conference in Barcelona on September 29, said: "Advertising is at the very heart of our business. And you can be sure that it will stay there."

Such an opinion from such a company should hearten not just Unilever's advertising agencies but those of other companies too.

But if Unilever has made a very public commitment to its own marketing budgets, other companies - including Unilever itself - are privately much less certain that they are getting value for money from their advertising agencies, particularly in the field of press advertising.

The first findings of a continuing study by the Incorporated Society of British Advertisers (ISBA), carried out in collaboration with the marketing communications company, Advertising Research Marketing (ARM),

suggests that many ISBA members - companies which employ advertising agencies - are thoroughly dissatisfied with their relationship with advertising agencies.

The study, reflecting the views of 101 of ISBA's 750 member companies combined, the participants spend more than £260m annually in press advertising - indicates that nearly three-quarters are highly concerned about creative and production costs.

While 85 per cent of the surveyed

companies obtain estimates for the creative and production work from advertising agencies, only 20 per cent of the survey seek comparative quotes from other agencies, "putting those companies who make proper use of estimating procedures in a position where they may know the price of most services, but have little idea of

the relative value of what they are buying."

John Ormsdon, chairman of ARM, says: "The compounds the confusion of complexity, endemic to the industry's variable-cost conventions."

Furthermore, the ISBA/ARM study suggests that the traditional means of advertising agency remuneration - payment by percentage commission, usually close to 15 per cent - has collapsed.

By way of example, over the past 13 years ARM has developed fixed-cost mechanisms for clients, as opposed to the industry norm of variable costs.

Miles says: "I don't think there is a widespread set of circumstances in which agencies are ripping off clients. Nevertheless, any client company which doesn't bother to check is not doing their job very well."

And when surprising bills do arrive,

one of the first to suffer is the reputation of the advertising agency.

Accounts are won on creativity but all too often lost on administration.

ISBA/ARM's press inquiry is now

moving into stage two, a detailed

examination of actual costs specific to

each stage of the creative and produc-

tion process. The crucial stage three

- a consideration of what to do with

the information obtained - will come

much later.

Whatever the details of stage three,

it is bound to signify yet another step

in the trend of relative power shifting

from advertising agency to client.

While advertising agencies are far

from being history, those that cannot

adapt to the new economic hard-

headed attitude of clients may not

have much of a future.

\* From ARM, 1 McCrone Mews,

Hampstead, London NW3 5BG. Fpx.

## How advertisers pay agencies for press advertising



Partners of Pentagram: David Pocknell (left) and Daniel Well

## Redrawing the Pentagram blueprint

By Alice Rawsthorn

For years, Pentagram has been a beacon of stability in the turbulent world of the London design industry.

Pentagram has clung to its original, early-1970s concept of operating as a partnership of studios, run by individual designers. It was criticised for being too cautious in the bullish 1980s. But at a time when the rest of the industry has been blitzed by redundancies, Pentagram has been unscathed by recession and is seen as a role model by the young designers of the 1990s.

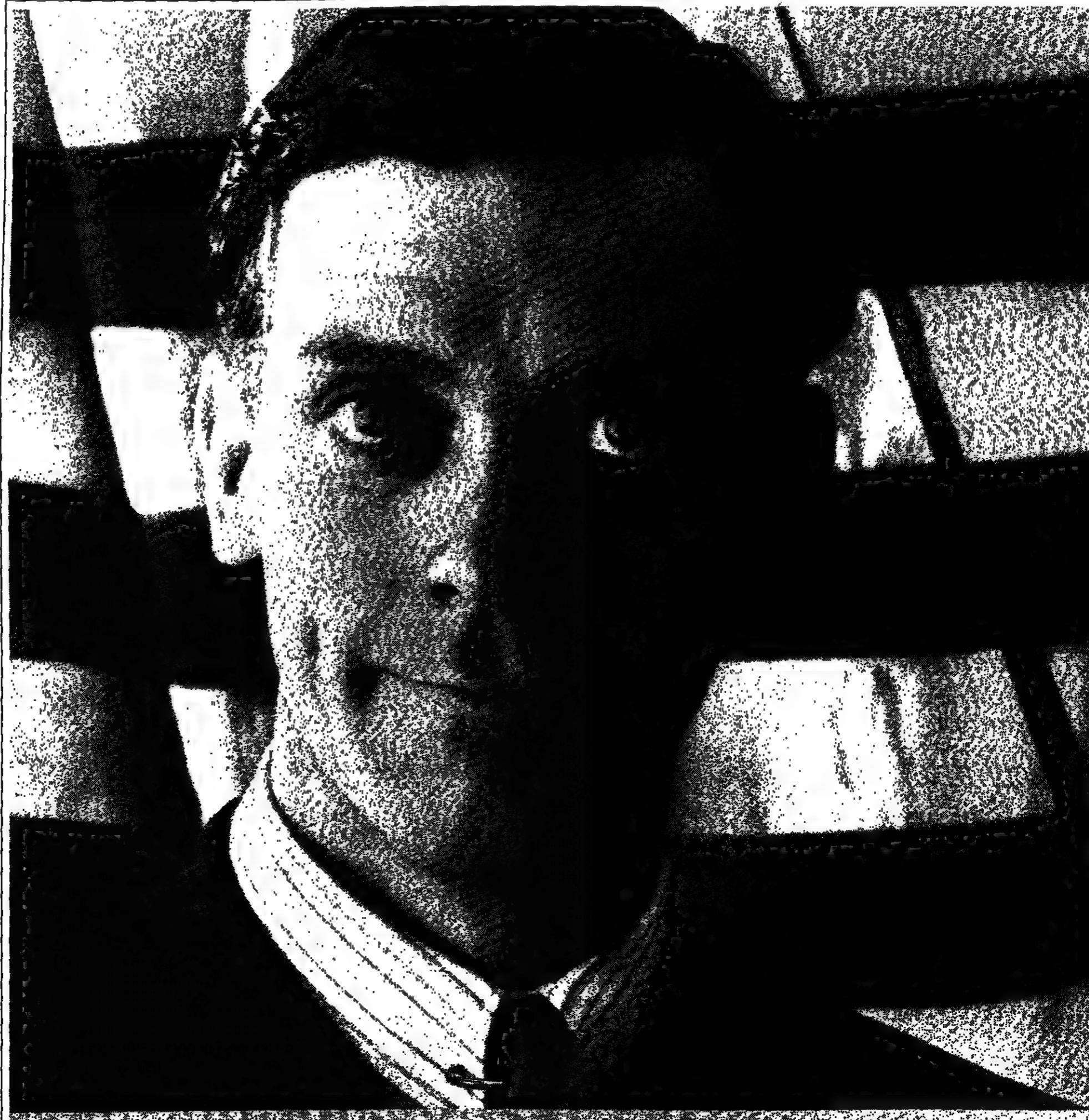
There have been changes over the years. Pentagram has taken on three new partners in London and has opened offices in New York and San Francisco, run as independent partnerships. But the structure has stayed the same and the five founders - Theo Crosby, Alan Fletcher, Kenneth Grange, Mervyn Kurlansky and Colin Forbes - have all remained.

Pentagram is now poised for change. Fletcher is leaving to go freelance. Forbes, who opened the New York office in 1987, retires next autumn. Kurlansky is assessing the feasibility of opening an office in continental Europe which would involve him leaving London. The London office is taking on two new partners - Daniel Well and David Pocknell. Pentagram is about to discover whether its structure really is a durable formula, or if its success so far has been due to the individuals involved.

The blueprint for Pentagram was invented by Forbes and one of his clients, Ian Hay Davidson, then a partner at Arthur Andersen, the accountancy group. They devised a cellular structure, based on legal and accountancy partnerships, whereby individual designers worked from their own studios while sharing central resources such as accounts and public relations.

The main difference between Pentagram and its role models was that there was to be no hierarchy.

This egalitarian ethos has dominated public perceptions of Pentagram ever since. The partners at each office receive the same salaries and equal shares of annual profits. They work for large commercial clients such as Kodak, Boots and Reuters, but also have strong creative credentials. Crosby and Well both teach



UPWARDLY MOBILE, LARGE DISCREPANCY INCOME, FRIENDS IN HIGH PLACES  
AND THEATRE, TIME AND DISTANCE

What makes over 3 million of Britain's movers and shakers relate to a man who doesn't know his assets from his allowances? Pure class. That's what. Proving it isn't always the lowest common denominator that gets the highest viewing figures. So that when Jefferies and Wooster return this spring, it'll be the event of the season.

ITV

## TECHNOLOGY

**D**iscovering signs of life in the east German machine tool industry is almost as hard as finding traces of the Berlin wall, whose overnight dismemberment has turned whole sectors of manufacturing into mere shadows of their former selves.

An industry which in 1990 ranked ninth in the world with production worth more than \$1bn (£500m) has seen employment fall from about 100,000 before reunification to 15,000-18,000. But the collapse is only half the story.

Among west European machine tool builders, the perception of the east German industry was as a producer of solid, unexciting machines, mechanically sound but with outdated control systems, and tawdry, unproductive factories.

Much of the manufacturing capacity has now been swept away along with the industry's markets in the former Soviet Union and eastern Europe. And there has been little reason for west German machine tool builders to make acquisitions they have enough problems of their own and do not need extra manufacturing capacity.

Even in a recession, however, machine tool companies are interested in technologies which have the potential to transform the economics of one of the industries to which they provide manufacturing equipment.

Such is the case with Bad Düben Profilwalzmaschinen, based in the spa town of Bad Düben near Leipzig. A few months after reunification, the company was purchased by Germany's Pittler Group, one of the world's largest machine tool companies.

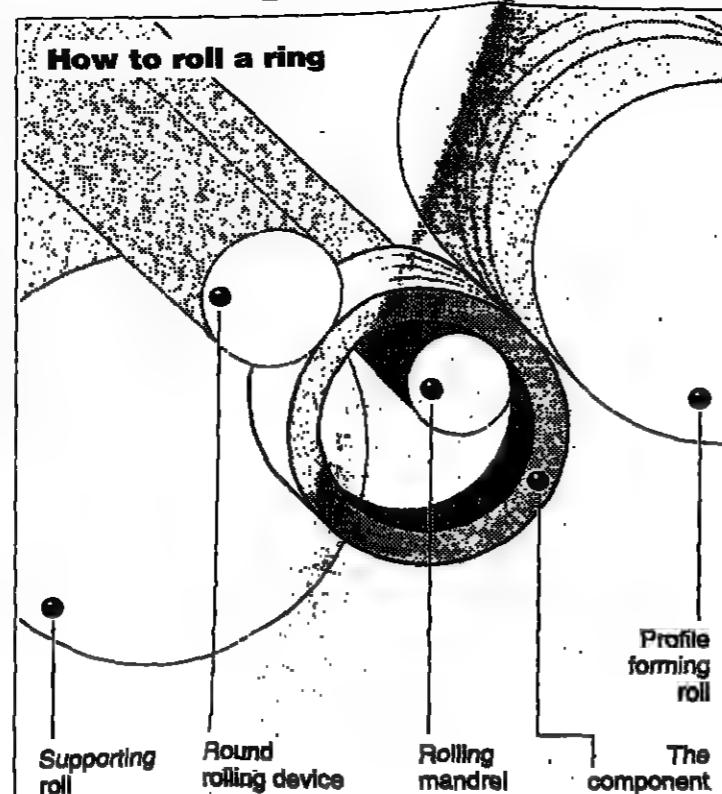
The main attraction of Bad Düben for Pittler was its development of ring rolling, a technology that is often viewed as a holy grail in industries such as the bearing sector which uses accurate, hard-wearing rings in high quantities.

Ring rolling has been around for about 15 years, and for ring producers offers an alternative to machining. Instead of using a turning centre to cut a ring from a blank, a section of steel tube is loaded on to a mandrel - a cylindrical rod around which metal is shaped. When the mandrel rolls it expands the blank into its correct shape against a profile forming roll, with a smaller round rolling unit to control roundness (see graphic).

There are disadvantages in the process. The original ring has to be extremely accurate, which requires some initial work in a lathe, and there are size limitations. Bad Düben's URWA 100 machine will produce rings up to 120mm but, with Pittler's encouragement, is now developing larger capacity models up to 250mm.

**A**ndrew Baxter explains why the east German engineering sector is a mine of metal expertise

## Aladdin's cave



According to Standing, Bad Düben's technology is excellent, but ring-rolling will be able to match the economics of conventional turning only for high-value added components. The tubing for the original blank costs more than a solid blank, and there is not much to be gained in speed when compared with modern automated turning machines, he says. But the process could be attractive to producers of bearing rings designed for applications where quality is paramount, such as in aerospace.

The challenge for Pittler is to convince the bearing industry of the benefits of Bad Düben's ring-rolling technology. This is not easy during a recession that is making bearing producers wary about making equipment purchases, and in an industry that is coalescing around a handful of major producers.

This was what happened at Bad Düben, which began work on ring-rolling in 1982 in collaboration with a Dresden academic. The company was founded in 1948 and gained many years of experience in the technology of cold forming. By 1988 it was a world leader in machines for rolling rings, screws and gear parts used in the automo-

versity's Department of Manufacturing Engineering.

A second reason for the eastern bloc's prowess in metal-forming, he says, was the central control of its machine tool industries. Ideas from universities would be given to single, large companies to develop.

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*Beauty And The Beast* is Disney going Euro in the right way. The company's theme park invasion of France may have misfired, but this commando raid on French folklore has been its biggest animation success since *Snow White And The Seven Dwarfs* (\$13m at the American box office; rave reviews; and learned articles in *Sight And Sound* about the sexual politics of fairy tales.

S.P. creeps into everything today, so no wonder this movie's heroine, the lovely Belle, has a village suitor who is unmistakably a male chauvinist pig. You can tell from his beefcake narcissism and taste in macho decor, "I use anthers in all my de-cos-A-TING!" he sings in his big number. So Belle decides to give him up, and to give herself up to the castle-dwelling Beast in exchange for her inventor father, held prisoner after straying innocently into his lair.

Once confined, the girl finds the B and his castle ever more appealing and so do we. There is the all-talking, all-singing double act of the Maurice Chevalier-accented candlestick and clock with dial-moustaches, supported in 200 numbers by the cockney teapot and yapping canine foot-cushion. Then there are the monster statues lining the stairs, folk myth's equivalent of the family portrait. Then there is the B himself, a broody thunderous hulk swaged to the eyeballs in face-concealing cloak — until (violin music please) his guard drops and love begins to twitter on the horizon.

It could have been the worst Disney syrup. Instead it is the best Disney blend of comedy and romance. We know we are in animation Heaven from the beginning, with the shifting-perspective vistas of forest and castle and the mock-Medieval stained-glass tableaux. The songs by Alan Menken and Howard Ashman (*of The Little Mermaid*) break into this Arcady with wit and ease. And once inside the castle, the choreography of characters and camera has a dazzling virtuosity.

Years ago I and other critics prophesied the death of paint-and-brush animation, condemned (we thought) by the modernist arsenal of animatronics, muppetry and video trickery. But the new styles have been outwitted by the old. *Beauty And The Beast* has a lived-in lyricism and a pictorial sumptuousness that none of the newer techniques could have equalled.



**Jump.** What does he mean? And what about the last line of the movie: "You can put a cat in the oven, but that don't make it a biscuit"? Why are these people putting cats in ovens? And what is the proverbial symbolism of hot dogs and

attend to the real business of life. Ms Perez puts the ball-playing ethos in context. "Winning and losing is all one big organic globe from which you take what you want," she says.

\* \* \*

**BEAUTY AND THE BEAST (U)**  
Trossdale/Wise

**WHITE MEN CAN'T JUMP (15)**  
Kor Shetler

**ORSON WELLES' OTHELLO (U)**  
Orson Welles

**AS YOU LIKE IT (U)**  
Christine Edzard

**BLUE ICE**  
Russell Mulcahy

before her own winner-takes-all triumph on a TV quiz show.

Ah, but who says characters must be consistent. Shetler's skill as a film-maker is to capture life messy and on the move. Edited with a feral grace by Paul Seydor, *White Men Can't Jump* never pauses even to ponder its wry message of racial togetherness. (Whites are infectious; even black suites, familiar enough now in their authentic garb, emerge newly illuminated.

The result? Count me in the masterpiece camp. And camp masterpiece is the *phrase juste* for this soaring essay in movie baroque. We begin with Eisensteinian crowd geometries in a lavish funeral procession; we take a pinch of German Expressionism for Iago's hate-twisted tirades in twisty streets; we invoke Sternberg's *erotisme* for bedroom scenes; and we plunder Citizen

Kane itself for the crazed low angles craning from floor to ceiling.

Here Welles has one of his great inspirations. In two scenes a large oval trap is opened in the roof, silhouetting the nobles against a scudding Tiepolo sky as they gaze down on the Moor's gathering madness.

But then inspirations stumble over each other here like geese at feeding time. Rodrigo's murder is staged as a black farce in a bath-house (Welles had run out of costume money); the grief-stricken Desdemona (Suzanne Cloutier) walks away over a tiled floor patterned like teardrops; the captive Iago (superb Michael Mac Liammoir) is hoisted in a cage up a terrifying castle wall; and everywhere the plastic lighting patterns light up the text, from the eerily lucid skyscapes to the shadows wild as Jackson Pollock paintings for Othello's spasms of jealousy.

As *You Like It* is a tamer affair, even though director Christine Edzard (*of Little Dorrit*) has dared to set Shakespeare's pastoral comedy in a modern-day London. Fleeting the City's temples of finance, where their elders are brokers and bankers, Rosalind and Orlando (Emma Croft, Andrew Tierman) meet and woo in a Thameside wasteground. Jacques is James Fox in a jumble-coat. Touchstone is Griff Rhys Jones with a rictus grin. And Orlando's love messages carved on trees become hip graffiti sprayed on the river wall.

It starts to work half an hour from the close. Here fog wreathes the characters in gentle fantasy and the words begin to charm. Before that we feel like victims of a mobile theatre experiment, moving our camp stools from one duffe venue to the next as we follow a bunch of under-rehearsed actors beating it out into the void.

But the rubbish of the week prize goes to *Blue Ice*. In this thrill-free spy thriller directed by Russell Mulcahy (*Highlander*) Michael Caine plays a retired MI5 agent now running a London jazz club. He doesn't know much about music but he knows what he dislikes ("Schoenberg always struck me as being a bit of a wanker"). So he fails for the cooing cadences of US Ambassador's wife Sean Young, who gets him knee-deep in an international arms plot.

Struggling to stay alert through the two hours' traffic jam of contrivances, we are honked awake by sudden outbursts of bloodletting, bad acting and Bob Hosking (in a short but meaningless cameo). Mr C himself contributes some sleepily-lidded charm and cockney rhyming slang. But all told, I'd rather fall down the apple and pear and break both daisy farms than sit through it all again.

## Theatre

# A lively look at death

*Post Mortem* is a short, angry, anti-war play by Noel Coward, unstaged since he wrote it on a steamer in 1930. Now The King's Head Theatre, Islington, has brought the play to life in a lucid, engaging production.

It is 1917. John Cavan lies in action in France. But his perturbed spirit stretches the moment of death into 13 mortal years. He returns to see family and friends in 1930 to look at the war from then. His idealism at death meets their compromises during the post-war years. Only one fellow officer, Perry Lomas, remembers the war: he has written an anti-war book called "Post Mortem".

The play amounts to a series of encounters: there is unfinished business with Cavan's mother and fiancée; and an awkward reunion with his army friends. The sternest test of Cavan's beliefs comes in his exchange with Lomas, a dispirited agnostic investigating against an English conspiracy to cover over the war. When Cavan appears, Lomas is about to kill himself: "Don't put me off, there's a good chap, it's all I've got to look forward to." All of Cavan's in this scene: his despair of English class, his horror at English following of rules, and his Swiftian love of people as individually pleasant but collectively idiotic.

The plot lies between Tennessee's *In Memoriam* and *Truly, Madly, Deeply*. The former asks "Do we indeed deserve the dead should still be with us at our side?", the other plunges into afterlife drama. Here, Coward manages to imbue the creepiness of Cavan's visitation with the social swing of a visit.

The wit erupts occasionally: "Are they in love?" asks Cavan. "I don't know — they go to the opera together," his mother replies.

Richard Stirling's direction and Mark Friend's design for this small theatre both work well. Steven Pacey acts Lomas superbly, a model of inquiet resolve; Harry Burton as Cavan keeps pace with the demands of the part, but looks unmoved and unconvincing. Opposite him, his father, Sir James "Jumbo" Cavan (Roy Sampson), proprietor of *The Mercury* is a horror of hypocrisy.

The tricks of time resemble T.S. Eliot's work in the 1920s. There are spots of thoughtful lyricism: "Youth is a long way away, it doesn't matter any more... Life's a joke with no one to laugh at it." Really, life's a slow way of dying.

Andrew St George



*Post Mortem*, The King's Head, Islington, London for six weeks (071 226 1916)

## Ibsen at its best

*This A Doll's House* is an

exemplary Ibsen production. The Wild Iris Theatre Company could not have introduced themselves better when they staged it last year at the tiny D.O.C. in Kentish Town — before taking it to the Ibsen Festival in Norway. Now, the larger Bridge Lane Theatre will let many more theatre-lovers savour it.

It is the best Ibsen I've seen since the Young Vic's *Enemy of the People*, far above the latter's current *Rosmersholm* (over-slick, though well-intentioned), better than the National's uneven *Peer Gynt* or their recent *Hedda* (strong but flashy). This *Doll's House* is played quite straight, in fine, humane detail and faultlessly paced. The result is that we can't patronise the play as "period-bound", just an *Ur-feminist* exhibit; on the contrary, we are seized by the story and the characters, amused, moved and even enlightened.

All praise to the director, Polly Irwin; her directorial hand never obscures the quality of the ensemble-acting must owe a sizable debt to her unblinkingly thoughtful care. The designs by Gabrielle Sabran and Colin Hill are no less apt and self-explanatory, and thanks to the choreographer

explore), Thane Bettany matches him as the doomed medic Dr Rank, dry-eyed, eloquently gentle and unconcerned.

Those three performances are already decisive reasons for seeing the Iris *Doll's House*. Christopher McMillan's *Krogstad*, the unhappy "villain" of the piece, and Julia Lloyd Barrie's destitute, widowed Christine — his lost sweetheart, Nora's stiff-upper-lipped old friend — supply two more. If each of them is a degree nearer caricature than need be (a bit of surplus grining from McMillan, an excess of sternly grit from Barrie), they contrive nonetheless to reunite with tremulous spontaneity.

Though Miss Thursfield is admirable, Nora is a treat of a role. Bentinck achieves a greater miracle with his Torvald: neither crudely domineering nor a sentimental twit (the usual readings), but a subtle, vividly detailed study of a young-middle-aged Victorian whose paternalism is a matter of unreflective inheritance. We can't but feel for him too, when Bentinck reveals him in such sympathetic depth. On a shorter lead (with only two really dense scenes to

explore), Bentinck is a treat of a role.

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## FINANCIAL TIMES

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Thursday October 8 1992

## An unelected president

ONE PARAGRAPH in Mr Chris Patten's speech yesterday to the Hong Kong Legislative Council (LegCo) was clearly directed at editorial writers in the UK. The pace of democratisation in Hong Kong, he said, was constrained by international agreements and "the implacable realities of history, geography and economics"; and this fact was better understood within the territory than by "those who would like the people of Hong Kong to be the heroic pawns of their own doubtless well-meaning preconceptions".

What this means is that, since Britain is committed to returning Hong Kong to China in 1997, there is no point in setting up a model democracy there between now and then, only to see it dismantled, with much acrimony and perhaps even bloodshed, thereafter. Everything that is done in these last five years has to be done with an eye to its likely consequences in the years beyond.

So much is common sense. But on that observation can be founded two radically different policies. One, favoured by Mr Martin Lee's United Democrats (UDH) who won most of the directly elected seats in last year's LegCo elections, is to introduce as much democracy as possible, in the hope that China will shrink from the odium of dismantling it when it comes to the point. The other, favoured until now by the British government, is to try and persuade China that more democracy would be a good idea, but refrain from implementing any changes China does not approve.

### Middle way

In yesterday's speech Mr Patten attempted to chart a middle way between those two approaches. On relations between LegCo and the Executive Council (ExCo) he announced measures to be adopted now, without reference to China. But on the method of electing the next LegCo in 1993 he made "proposals", which "will require serious discussion with Peking". Judging by the prompt and unfavourable reaction of the New China News Agency, the discussion will certainly be difficult. Whether it will be serious on the Chinese side remains to be seen.

Mr Patten knows well that the Chinese will reject, once again, Britain's proposal to increase the

number of directly elected seats beyond the 20 (out of 60) so far agreed.

But he has devised an alternative which seeks to reach a similar result by a more convoluted route, respecting the letter of Beijing's Basic Law. This is to broaden the franchise for the "functional" constituencies so that they embrace the entire working population, and to ensure that the "election committee" (which under the Basic Law will elect 10 LegCo members) is itself composed of elected people.

### Future tense

But what does he do if China rejects this package? Taken at face value his speech offers no fallback position. Yet the proposals for the new constituencies are spelt out in considerable detail in an "illustrative pamphlet" with copious use of the future tense.

Adopting at his press conference Mr Patten let fall the remark that "If China wants to change it back, then it won't lose anything in its own terms". That suggests he is ready to override a Chinese veto if necessary. If so, his approach is much nearer to that of Mr Lee than appears at first sight.

Meanwhile, he has angered Mr Lee's supporters by refusing them seats on ExCo, which they hoped to turn into a quasi-cabinet drawn from LegCo and reflecting last year's election results. Mr Patten rejected this, insisting on the separation of powers. He himself is handing over the chairmanship of LegCo to an elected president, and promises in future to be "answerable to" LegCo as head of the executive. He is even questioning a kind of "governor's question time". The role he defines for himself is thus half way between that of a British prime minister and a US president. Yet he is neither elected by the people nor removable by any representative body.

That will also be true of his Chinese-appointed successor in 1997. Evidently he believes there is no chance China would accept an elected executive, but some chance it can be persuaded to work with a democratic legislature if he, and the Hong Kong politicians, can get such a system up and running over the next five years. It is a long shot, but a bold and imaginative one, which deserves to succeed.

## Realism and the Eurofighter

A COMPLETE breakdown of collaborative arrangements for the European Fighter Aircraft is now a distinct possibility. That would present the British government with a formidable dilemma. It would be loath to abandon the project at this stage and buy another fighter. But it also would - or should - think twice before committing the UK to undertaking EFA production on its own.

The German government is clearly set on having no part in the aircraft the UK wants, and the other partners - Italy and Spain - are at best hesitant. In an atmosphere of political and monetary disarray in Europe, there is a temptation for Britain to say boo to the rest and press ahead on its own. The Ministry of Defence has begun testing the waters to see if a solo programme is politically acceptable. For UK manufacturers it may look like the best solution of all.

Britain could build it. It could save the extra costs involved in spreading production work among partners in different countries. It could appoint a prime contractor and lessen the risk to the taxpayer. But a UK-only aircraft would still, almost certainly, turn out more expensive because of the shorter production run. The RAF's requirement is 250 aircraft, less than a third of the original EFA programme. Whether the project was worthwhile would depend - as with the Challenger 2 tank which the UK ordered from Vickers last year - on winding export orders from the third world.

### Inadequate alternatives

The less competitive EFA's price becomes, the less objection there will be to an off-the-shelf alternative such as the US F-15. Britain has, after all, bought American fighters before. But the only realistic cheaper alternatives to EFA are all aircraft of 1970s vintage. The F-15 has a successor, the F-22, but it is well outside the UK's targets for size, weight and cost. EFA's closest European rival, the French Rafale, was designed for different requirements and costs just as much.

Britain insists on an aircraft capable of defeating any likely opposition, including - and here its perceptions stand in sharp contrast to Germany's - in overseas

*In the long run we are all dead*  
Lord Keynes (circa 1921).  
Keynes is dead and we are living in  
the long run - Participant at a  
Keynes conference, 1991.

**S**aying what one would do, if one were chancellor, is a form of journalism best indulged in one's 20s. We are where we are through a complex historical process, and there are no hitherto unused monetary indicators waiting to be pulled out of a hat. The mere announcement of which will restore credibility. Some so-called market commentators are looking in a dark room for a black cat which is not there.

Moreover, the whole 10-point programme attitude of mind is misguided. For it assumes that there are a few technocratic gimmicks by which a few clever people at the centre could point a painless way to growth without inflation. It is this rather than any specific doctrine, which is the malign aspect of Keynes's legacy.

What I object to most in the grammatical approach is the absurdly over-inflated role it gives to government. The political philosopher Michael Oakeshott made a distinction between the state as an enterprise association, with specific aims and purposes, and the state as a civil association, which provides a framework of law and institutions in which individuals, companies, voluntary bodies and many other groups pursue their own purposes.

Not only is it a civil association a much more congenial idea; it is also less unsuccessful. The enterprise association reached its highest form of development in the Soviet five-year plans. These collapsed, together with more moderate Swedish type ideas for reforming society from the centre.

No government has the knowledge - much of it unquantifiable - which would be required for such ambitions. Yet political discourse is still in the language of the enterprise association. Even radical-right Conservative governments believe they have to do something called "promoting growth".

Having said all this, I will swallow my words with a 10-point non-plan. This is partly because I have been asked to do so and partly because this is a journalistic way of encapsulating a few thoughts, acceptable if very sparingly used. The intention is to improve the framework of rules and institutions of civil society rather than to ask for implausibly heroic political leadership.

The reason why the British found it so difficult to live with the exchange rate mechanism has nothing to do with the alleged misdeeds of the Bundesbank or even the entry party. Nor has it much to do with the personal qualities of the chancellor. The British are just very addicted to the inflationary habit, which they find so difficult to kick.

Politicians and commentators have evinced a curious born-again belief in fiscal activism. They want mostly unspecified, public expenditure cuts. But of course these must not affect infrastructure, investment, or any other area where they are actually likely to be made.

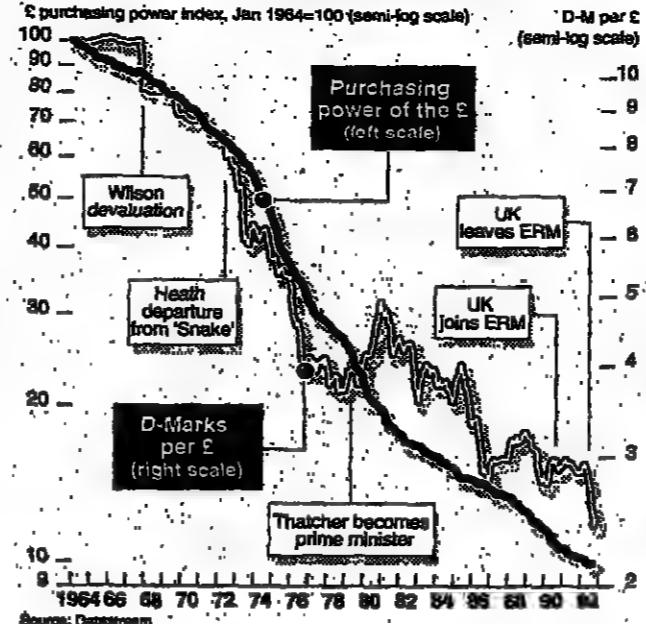
It just happens that on the evidence of the past two decades, monetary and exchange rate policies are far more potent weapons against inflation than fiscal policy. There are many reasons for wanting to balance the budget once economic activity is on a sustainable trend level. But with free capital markets there is an extremely loose link between the budget deficit and either inflation or interest rates.

## ECONOMIC VIEWPOINT

# What I would do as chancellor

By Samuel Brittan

### Domestic & external purchasing power of the pound



Keynes: malign aspects of his legacy

The main reason why politicians are turning to fiscal policy is that for the moment tight money seems to be politically more unpopular. In addition - as we see from the memoirs of the Callaghan period - ministers find it much easier to dispute with each other on spending programmes than on monetary or exchange rate policy, which is left to a tiny inner group.

Having got all this off my chest, here is my 10-point non-programme:

### Some market commentators are looking in a dark room for a black cat which is not there

• 1. There should be a standing commission on laws and business practices which make it difficult to reduce inflation, or increase the costs of so doing. My own most important articles have not been my running commentaries on macroeconomic policy, but the occasional pieces I have written on practices such as upwards-only rent reviews of business rents or the insidious effect of treating house purchases as a foolproof investment for gain rather than a way of providing shelter. The commission should avoid an indiscriminate onslaught on indexation, but probe notions such as the annual wage round, the rate for the job and nationwide bargaining.

• 2. There should be a thorough investigation of the events leading up to the humiliation of Black Wednesday, when the UK ignominiously left the ERM. This should go well beyond the ritual calls for the

resignation of the chancellor and look at the whole machinery of Treasury and Bank of England advice which has guided successive chancellors, and which would deprive key officials of the excuse that they cannot answer back.

• 3. There is no point in just calling for an independent Bank of England, if this means just giving slightly more power to the existing Bank. Indeed no central bank has covered itself in glory in recent weeks. What is required is a new Bank of England Act which would give the Bank specific objectives, for which it could be held accountable, and which would not prevent it being ultimately merged with the European Central Bank envisaged in the Maastricht treaty. Once the new institution is established under a new act it would be given sufficient independence to put monetary policy at one or two remove from the political expediency of those concerned with managing party conferences.

• 4. The government should declare the aim of rejoining some version of the exchange rate mechanism when the time is ripe. This is deliberately harking back to the Thatcher formula, with the big difference that the aim would be to rejoin rather than find excuses for not doing. Moreover the discus-

sion should be open and above board without the "I must prevail" attitude of the former premier.

Those official advisers - not all that thick on the ground - who seriously favour returning, suggest two conditions. The first is that German interest rates should be set to be moving clearly downwards; in fact German money market rates have already fallen by nearly one percentage point, much more than the official Lombard

rate. The second is that the UK should be clearly emerging from recession. I am more worried about this second condition, the fulfilment of which will remain a matter of opinion. I would rather just say that the UK should rejoin the ERM when German interest rates are over the unification hump. And preferably within two years.

• 5. In the meanwhile there should be a broad band exchange rate objective. The difficulties of German reunification make the D-Mark target on its own temporarily difficult. On the other hand the weakness of the dollar distorts the sterling index too. So I would temporarily settle for some kind of average between the two.

The chart illustrates how close the relationship is between the internal and external value of the pound. But it is a medium to long-term one. For instance, inflation could slow down in the 1990s, and a simple freeze in the public sector wage bill would make it all too easy to carry on with a conventional wage round at the cost of dismissing public sector workers. The freeze must operate at the level of average pay per head.

• 6. To achieve the maximum real wealth with a minimum of hardship, social security needs to move humanely, but uncompromisingly towards selectivity. To be blunt, future increases in pensions and child benefits should go to those who need them rather than wastefully distributed all round.

What would happen if there were

conflicts between the nominal GDP, exchange rate and inflation objectives? We would be doing extremely well if any of them were taken seriously enough for conflicts to arise. In any case I would not last long as chancellor in any conceivable British cabinet to have to resolve them.

• 7. Under normal circumstances that would be that. But in view of the breakdown of confidence a separate target path is needed for inflation itself, in terms not of the ridiculous Retail Prices Index but some underlying measure of inflation of which the GDP deflator is an example. If you have a target path for nominal GDP and for inflation, you implicitly have a projection for real growth as well. But the latter is residual and cannot easily be influenced by government.

• 8. Interest rate policy would be governed by points 4 to 7. Meanwhile, I can see no point in massive public spending cuts or tax increases in a recession, whatever the mythology of 1981. Public spending should be curbed sufficiently to secure a balanced budget in the longer term.

• 9. Much more important is the breakdown of public spending - not between production and consumption, which is a statistical artefact - but between purchases of goods and services, inflationary pay increases and cash transfers. A freeze of all public sector wages would repeat the cardinal sin of all previous incomes policies in ignoring supply and demand in particular labour markets. On the other hand a simple freeze in the public sector wage bill would make it all too easy to carry on with a conventional wage round at the cost of dismissing public sector workers. The freeze must operate at the level of average pay per head.

• 10. To achieve the maximum real wealth with a minimum of hardship, social security needs to move humanely, but uncompromisingly towards selectivity. To be blunt, future increases in pensions and child benefits should go to those who need them rather than wastefully distributed all round.

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### BOOK REVIEW

## No magic formula

**A**t Nissan's UK plant, carpet pieces are ordered, made, delivered and fitted to Micra cars within just 42 minutes. The average time a European-made part spends in stock is 16 days, compared with the industry average of 20 days. These and countless other facts about the Sunderland plant are surprising, like the lists of things the Japanese own - Firestone, the Exxon Building, Bush House, Aquascutum, Columbia Pictures... Gosh, how do those Japanese companies do it? There must be something special about them.

Well, no. At least not according to Bill Emmott, business affairs editor of *The Economist*. His book is about the remarkable expansion of Japanese companies into multinationals during the 1980s. His thesis is that the Japanese are taking advantage of economic and business phenomena which have been seen before, such as the expansion of American companies into Europe. Japanese companies have no magic formula. They do not take a uniform approach and make plenty of mistakes.

Emmott is also no doubt correct in saying that "Japanese 'superiority' is mighty similar to the sorts of superiority identified among American multinationals in the past". Like American companies investing abroad in the 1960s, Japanese companies, on average, appear to have the best operating methods. But this does not take us very far. This is where this book falls down. It tells us what is not happening, and not new, and is not as illuminating about what is.

The book's structure does not help Emmott to develop a picture of Japan's global reach. Four "case-studies" of Japanese expansion are interspersed in no obvious logical manner with general chapters which analyse the results of an extensive survey, conducted by the author, of Japanese companies with operations in the US, Britain and the continent. Then, Emmott departs from the book's subject and devotes the final chapters to a rambling look at the future of Japan and even the world, without closely relating his prognostications to

Japan's multinationals. The full survey, including questions on employment, productivity, local content, management methods and expatriate life, is published in appendices. The results are generally useful if unsurprising. But some respondents' comments provide tantalising glimpses, such as that of an American employee of a software company who says: "Their business practices are reminiscent of the 17th-century shogunate."

Other controversial Japanese management techniques are not fully addressed. Something unusual is happening when a former Sony employee in Wales writes a letter to the *FT* on "shadowing" - the practice of having a Japanese employee looking over the shoulder of local staff - and says: "If the Japanese are happy to lead a way of life that to us is insane, then good luck to them." Yet this practice is dismissed by Emmott with "there is nothing unusual about Sony's shadowing policy... nor is there anything especially sinister about it". Perhaps, but an examination of Japan's global reach needs deeper discussion of companies' practices. Why do companies have "shadows", and what do they do? Given his attention to particular examples, Emmott should explore such questions in detail.

Though the book contains much interesting material, the case-studies - or car makers, Bridgestone's purchase of Firestone, the forays into Hollywood, and London's financial markets - do not get under the skin of Japan's adventurers abroad. This is perhaps because the author has already decided that there is nothing much new about the phenomenon of Japanese investment overseas - and because of his declared intent to remain "agnostic".

Alexander Nicoll

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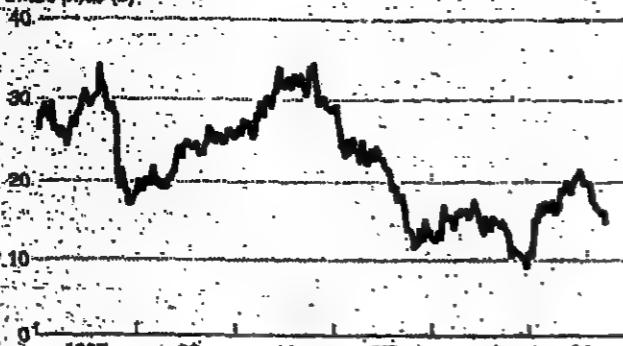
**NEWPORT**  
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# A week of woes batters the bunker

Citicorp is reeling from the surprise resignation of its president and poor earnings forecasts, writes Alan Friedman

## Citicorp: shocks to the system

Share price (\$)



Reed: still standing, but only just, say many on Wall St

The executive suite at Citicorp, remarked a former member of the bank's staff, a few hours after the surprise resignation of Monday's Mr. Richard Braddock, Citicorp's president, "is beginning to resemble a bombed-out bunker".

While unkempt, the situation appears increasingly apposite as the battle scars left by huge loan losses, management shake-ups and an unusual amount of regulatory attention become apparent. Still left standing — although only just in the view of many on Wall Street — is Mr. John Reed, Citicorp's embattled chairman.

It has been quite a week for the bank that ranks as America's biggest, with total assets of \$219bn. It has also proved one of the worst weeks for Mr. Reed since he took over as chairman and chief executive eight years ago.

First came Mr. Braddock's resignation, which has left banking analysts baffled. Citicorp's president was not only seen as Mr. Reed's heir-apparent, but also as his closest friend and collaborator inside the bank. An hour later, the bank disclosed that its third-quarter earnings would be hit by large write-offs, including \$870m in the consumer division. This comes on top of its well-publicised bad debt problems in the property market. Third-quarter net earnings, the bank said on Monday, would be no higher than 13 cents a share, or about half the figure many analysts had expected.

The bank, which has been scrambling this year to bolster its capital by disposing of assets and issuing stock, picked a bad time to announce Mr. Braddock's departure. Today, Morgan Stanley, the investment bank, will meet institutional investors to begin promoting a \$650m preferred stock offer for Citicorp. Wall Street observers also believe the bank is planning an offer of up to \$1bn of ordinary shares further to strengthen its capital base.

After Monday's announcement, Citicorp's share price fell by 1 per cent to \$14%, bringing the overall fall to almost 35 per cent over the past 60 days.

The slide in the share price appears to stem partly from criticism by US bank regulators. In August regulators forced Citicorp to reduce its previously reported second-quarter earnings by \$23m because the bank had overstated the value of its mortgage servicing business.

At the same time it emerged that the Federal Reserve and Office of the Comptroller of the Currency (OCC) had also pressed Citicorp to sign a memorandum of understanding to

accept closer oversight by the regulators. Yesterday Citicorp disclosed that the restrictions include a ban on new acquisitions or adding to assets without regulatory approval.

Last month, in an embarrassing leak of a report from the OCC, criticism of Citicorp's mortgage business was detailed, including allegations that there were serious management and credit-quality problems at the bank.

**John Reed is on the road a lot. That means a lot of the time Citicorp is being run by committee'**

Despite these difficulties, Citicorp appears to be back on the road to recovery during the second quarter. But persistent bad debts in the property market as well as the latest profit forecasts have caused Mr. Tom Hanley, senior banking analyst at First Boston, to slash his 1992 full-year net earnings estimates from \$218m, or 20 cents per share, to \$70m, or 20 cents a share, and 1993 estimates from \$728m, or \$2 per share, to \$648m, or \$1.50 a share.

The bank's prospective underlying financial performance thus seems weaker than it did a few months ago. Its most recent return on assets, released on June 30, was 0.30

investment bank, has noted that Mr. Braddock's departure "raises a lot of questions about the management of Citicorp". The decision by Mr. Reed not to appoint a successor has compounded concerns. "As we all know, John Reed is on the road a lot. That means a lot of times Citicorp is being run by committee, which doesn't make a lot of sense to me."

Mr. George Salem, of Prudential Securities, put it more bluntly. It was ironic, he said, that Mr. Braddock should be leaving the bank "because Braddock was a stronger manager than Reed".

The Braddock resignation followed the departure of two other top Citicorp managers

with close ties to Mr. Reed — Mr. Michael Callen, the head of corporate and investment banking in Japan, Europe and North America who was replaced last January, and Mr. Lawrence Small, the vice-chairman who left in June 1991. Several observers suggest that both Mr. Braddock and Mr. Callen have been made scapegoats for Citicorp's recent loan problems and encouraged to leave by Mr. Reed to show bank regulators that he is making crucial management changes in important areas. Some middle-ranking executives at the bank, especially those associated with Mr. Braddock, are said to be concerned about their own job security.

Mr. Braddock's departure has renewed doubt about the future of Mr. Reed himself. Citicorp, however, has denied that his tenure as chairman and chief executive is in doubt.

A senior Citicorp executive yesterday acknowledged that there had been "a lot of speculation over the past 28 months about John's future". He added, however, that "if anything, the departure of Braddock should put that question to rest". Mr. Braddock's resignation left Mr. Reed unchanged at the top of the bank.

The A-team at Citicorp is now a five-man group, led by Mr. Reed and including Mr. William Rhodes, the veteran third-world debt specialist who has responsibility for problem loans. Also on the team is Mr. Paul Collins, another Citicorp veteran in charge of corporate matters and the bank's capital position. Mr. Pei-yan Chia, who has been promoted to head the bank's consumer division, is the fourth man on the team, which is rounded out by Mr. Onno Ruding, the former Dutch finance minister who is described by the bank as the architect of its global finance strategies.

At the time of Mr. Ruding's appointment last January Mr. Reed said he was moving the bank's top management to "a much more primitive structure" to achieve better credit controls. Mr. Reed also admitted: "One of the things I have been correctly criticised for is that the management [of the corporate division] has produced some pretty horrendous results. We are guilty of having run the business a bit carelessly."

These sort of *mea culpas* from Mr. Reed — and there have been several over the past two years — have had the effect of fueling more speculation about his future rather than dampening such talk on Wall Street. Proof of solid management, evidence of recovery in earnings and improved capital ratios will be needed to lay such speculation to rest.

## Base rate cut to tame markets

From Sir Anthony Jacobs.

Sir, Why has the government failed to lower interest rates significantly after achieving a 15 per cent devaluation of sterling? Industrialists accepted reluctantly a 10 per cent base rate as the price for remaining in the ERM when the severity of the recession in the UK required a base rate no greater than America's equivalent, which is only 5 per cent.

Having been forced out of the ERM, there should have been an immediate reduction in base rates by as much as 4 percentage points. Sterling might then have fallen further than the 5 per cent it lost in the first few days, but probably not lower than the current level of 15 per cent. Furthermore, a 4-point reduction in mortgage rates would have reduced the retail price index by 2.5 per cent, going some way to offset the increased cost of raw materials caused by devaluation.

The failure to make a large cut in interest rates means that the currency speculators can continue to speculate against sterling knowing that by stages base rates will be reduced and therefore they can expect a one-way downward market in sterling for some time to come.

While we cannot "beat" the currency markets, we can at least understand how they operate and thereby try and have them speculate in our favour rather than against us.

This result can still be achieved by a further immediate substantial base rate cut. With a combination of the likelihood of UK base rates there after being increased as the economy recovers and German base rates being reduced owing to the gathering recession in Germany, we may expect that in the course of next year sterling will rise and the D-Mark will fall, so that Britain's re-entry into the ERM may become possible. Meanwhile we are suffering the worst of both worlds with depreciated currency and high base rates.

Anthony Jacobs,  
9 Nottingham Terrace,  
London NW1 4QB

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## Independent Bank cannot be regulator as well as guardian

From Mr Bryan Cassidy MEP.

Sir, An autonomous Bank of England should be one of the strong arguments for separating the Bank's role as guardian of the currency from that of regulator. The UK needs a strong banking regulator without umbilical links to the banking industry.

Bryan Cassidy,  
Bureau 227,  
Van Maerlant,  
European Parliament,  
97-103 Rue Belliard,  
1000 Brussels

## Imaginative quality

From Prof D R Myddelton.

Sir, Your leader, "Predators come out to play" (October 6), contrasts the doubtful quality of Trafalgar House's assets and earnings with RHM. But the largest single asset on RHM's balance sheet — brands — just appeared out of the blue in 1988, valued on a basis one can only describe as imaginative.

D R Myddelton,  
professor of finance and  
accounting,  
Cranfield School of  
Management,  
Cranfield,  
Bedford MK43 0AL

## Protection of software

From Mr Terry Thomas.

Sir, You quote Mr Peter Wood, Barclays' finance director ("Banks defend actions on f-deals", October 6), as speaking for all UK clearing banks. This is simply not true.

We at the Co-operative Bank did not speculate against the pound using either our own money or that of our customers. We restricted ourselves to dealing for customers with genuine international trading requirements. We believe it is unsound for a British clearing bank to speculate against the British currency and the British economy using deposits provided by its British custom-

ers and at the expense of the British taxpayer.

Judging by his reported comments Mr. Woods is an apologist for some clearing banks now terrified at the prospect of a full-scale inquiry into their foreign exchange dealings over the past few weeks and the possibility of a special windfall tax on banks' dealing profits.

If the cap fits, Mr. Wood, wear it, but do not purport to speak for all clearing banks.

Terry Thomas,  
managing director,  
The Co-operative Bank,  
1 Baldwin Street,  
Manchester M60 4SP

The problem with hoping for an actuarial database to help determine premiums is that nothing in the computer world

— hardware platforms, operating systems, applications programs — has a sufficiently long life for any worthwhile data to be built up.

That is why those of us who advise underwriters in this area tend to use more informal indicators. These include: reviewing development and testing methodologies; looking for careful version release procedures; and preferring systems which include such features as continual verification of correct working and fail-safe arrangements. A further element is well planned contingency and recovery planning.

The closest we get to actuarial data is a collection of anecdotes about system failures which we can search via full text retrieval software.

Peter Sommer,  
Virtual City Associates,  
15 Dalkeith Road,  
Edinburgh EH16 6BU

## An alternative view of the rate of life policies lapsing

From Mr N Scott.

Sir, There was one aspect of the article about Scottish Widows that I fear may have seriously misled your readers ("Scottish Widows ordered to review 20-year life policies", October 7).

The article quoted figures from a survey carried out by the Securities and Investments Board of policies which were terminated within the first two years of the contract. However, this month's edition of Money Management shows a rather different picture and, indeed, of the offices surveyed, Scottish

Widows has the lowest rate of policies lapsing — only 4 per cent compared with the 22 to 45 per cent mentioned in the article.

The very thorough analysis we have carried out of policies sold by appointed representatives has indicated no significant difference in lapses rates when compared with Scottish Widows policies sold through independent financial advisers.

N Scott,  
Scottish Widows' Fund and Life  
Assurance Society,  
15 Dalkeith Road,  
Edinburgh EH16 6BU

## Major and cabinet have gained 'substantial successes' in Europe

From Mr Ian Taylor.

Sir, I should like to remind some of your contributors about the substantial success which Mr Major and his cabinet are achieving with their leadership from the "heart" of the European Community.

Who, at Maastricht, fought for and won concessions to ensure subsidiarity and to reserve a position as to whether Britain should join a single currency bloc? With the hindsight enjoyed by most of his critics, perhaps Mr Major

should have foreseen that his position in the ERM was precarious. However, he did try to play the game with a "straight bat" within the rules as they were understood to be at the time.

It seems quite possible and even desirable that the "greater German" bloc should emerge. I very much doubt if the French will relish the thought of their economic management being dictated by an "independent" central bank and thus will most likely opt to

wait until Britain, France and Italy have converged sufficiently with Germany to allow a joint politically controlled central bank by the participating countries.

Again Mr Major's instinct for caution in rejoining the ERM follows logically. Some commentators like to portray this as a sop to the so-called Eurosceptics. If this is so then truly we would all be Eurosceptics, which we are not. His insistence that a return to the ERM will not be in the foreseeable

future seems only common sense.

The Conservative party is, of course, representative of the feelings in Britain as a whole. The Conservative government has achieved its Maastricht goals with the consent of parliament and I am sure that the Conservative party conference will give Mr Major a strong vote of confidence.

Ian Taylor,  
Soroba House,  
Ardfern.

Argyll PA31 8QR

## OBSERVER

### Forecasting nostalgia

■ Certain recent events have put rather a damper on today's celebrations of the second anniversary of the UK joining the European exchange rate mechanism. But it is good to know that, even though Britain is no longer a member of the club, life in the Treasury still goes on as if nothing had happened.

Take for instance one of its leading economists, Rod Whittaker, who over the past year has been working to build ERM membership into the Treasury's computerised economic model which is an essential tool in forecasting.

The mere fact that Britain has now left, with no immediate prospect of rejoining, has not been enough to put him off his stride. Indeed, a paper from the indefatigable Whittaker on his not-quite finished project — entitled "Simulating Economic Policy Within the ERM" — is to be presented at a conference in London on December 1. Who knows, if only he had finished his work on the model before Black Wednesday, we might now be celebrating today's anniversary instead of ignoring it.

### Back-wash

■ It's all hands to the pump in customers' interests at Hewden Stuart, according to chairman Sir Matthew Goodwin. Witness the time he picked up a ringing phone in the Glasgow headquarters and found he was talking to a disgruntled forklift-truck operator. Twenty minutes later, a fitter was on site. But the performance isn't always as good when seen from an in-company viewpoint, the forthright Scot admitted to City analysts. A pump-hose he had delivered to his own home turned out to be leaky, and

drenched him in front of the lorry driver who'd brought it.

What was his employee's reaction? "He just laughed and said: 'You're the chairman — you should see the service the customer gets'."

### Patten pattern

■ After hyping his education bill as a "landmark" document for taking schools into the next century, education secretary John Patten has decided not to trouble himself with responsibility for steering it through its detailed Commons scrutiny in the autumn. He has handed that job on to Eric Forth, one of the government's more flamboyant junior ministers.

Details have never been Patten's strong point. Headlines before small print has been his watchword ever since his long stint at the Home Office.

Nor has the publicity knack deserted him. Damning this year's GCSE results within days of publication, then comprehensively rubbishing the exam boards again in a throwaway line at the Tory conference, are merely recent examples.

### Eye opener

■ In a Japanese version of the old biblical tale of Susanna and the elders, women employees of Tokyo brokers Yamaichi Securities were bathing nude at a holiday resort when they discovered they were being spied on by male colleagues.

But this time the bathers did not need the prophet Daniel to save them from the spied iniquity. Returning to work, one of the women pilloried the most prominent peeping Tom through the company's computer system, broadcasting his name to over 100 branches. Moreover, she did so without revealing her own identity — which is perhaps as well.

Announcing that the case was being investigated, a Yamaichi spokesman added: "We understand



the Brazilian president said simply: "It's not up to financial markets to dictate economic policy."

### European scoop

■ Lady Thatcher's choice of The European for her onslaught on the government's European policy seems a trifle bizarre.

After all, the weekly paper is supposed to be championing European unity, not helping destroy it. It wouldn't have happened when Euro-buff Cap'n Bob Maxwell was at the helm, that's for sure.

On the other hand, there must have been plenty of Fleet Street Knights who'd have jumped at the chance of publishing the attack.

The European's editor Charles Garside insists that it was nothing less than a well planned scoop.

Lady T had written for his paper once before, and he asked her some time ago to pen her latest essay.

He also denies that it had anything to do with the paper



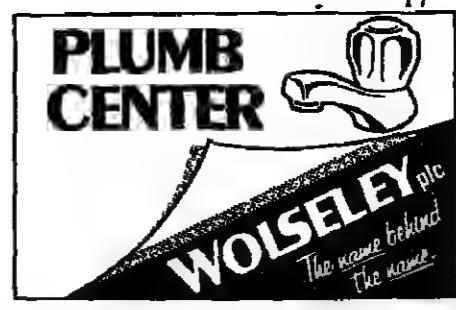


# FINANCIAL TIMES COMPANIES & MARKETS

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Φ 17



## INSIDE

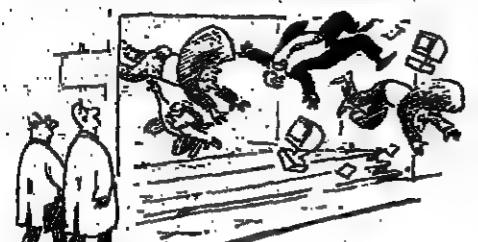
### Ford cuts production in German plant

Ford of Europe is cutting production at its car assembly plant in Cologne, Germany. In response to falling sales in western Europe and excessive stocks, the production cut means Ford will lose output of around 6,000 Fiestas and 3,000 Scorpios/Granadas. Page 18

### A shadow of its former self

Kuwait's stock exchange, which closed with the Iraqi invasion in August 1990, has reopened with a whimper. Since trading restarted on September 28, it has seen less than 80 transactions a day in no more than a dozen shares. Back Page

### One tempest breeds another



When hurricane Andrew swept through the US in late August, it spawned another tempest in the natural gas futures pit at the New York Mercantile Exchange. Volume soared, prices climbed and every player in the market stayed within sight of their screen. Page 24

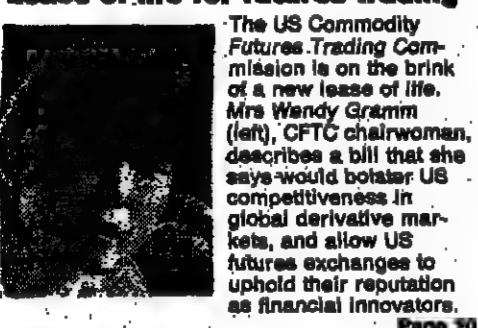
### Outsider claims Pemex

Mr Francisco Rojas had never worked for an oil company. But in 1987 he took over Pemex, the world's fifth largest oil company, with orders to lose the lot. Now Pemex has cut operating costs by 20 per cent since 1986 and increased oil production. Page 24

### Qantas rises 20%

Qantas, the Australian airline which the government wants to privatisate early next year, reported a 200 per cent increase in net profit to A\$157m (\$86m) for the year. Meanwhile, Ansett, the aviation group owned by TNT and News Corporation, may be floated "at some stage in the future", according to TNT. Page 19

### Lease of life for futures trading



Continuing weakness in the Australian share market has prompted jitters about the prospects for new equity issues. Confidence has also been undermined by disappointment over several recent issues. Page 26-27

### Poosco chief seems set to quit

Mr Park Tae-joon, chairman of South Korea's Pohang Iron and Steel Company (Posco), appeared determined yesterday to quit the world's third largest steelmaker. Page 18

### Market Statistics

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### Chief price changes yesterday

Shares		Legend	320 + 280
Douglas Higgs	435 + 15	Prudential	780 + 120
Holtemann Ph	538 + 28	Sc General Jr	514 + 305
Kastadt	422 + 11	UF	375 + 22
Kaufhol	393 + 10	Folio	
Folies		For	
Ado	405 - 13	For Pst	310 - 22
Schneidach Lub	230 - 11	Lapis	222 - 22
SHW YOSIK (S)		TOKYO (Yen)	
Husses		Husses	
Applied St	195 + 25	Green	650 + 50
For Dpt Stores	15 + 3	Huf	500 + 50
Prudential GenCap	134 + 3	Mid West	705 + 65
Ford	364 - 11	Motor Kwale	495 + 55
Pockr-Emer	292 + 12	Motor Kwale	495 + 55
Pyramid Tech	654 - 11	Shinpo	405 + 40
PARIS (PPY)		Unilever	
AGC	368 + 25	Yukyu	517 - 37
LONDON (Pence)			
Rises		StandardChar	478 + 31
AlliedLiaison	38 + 4	Wimpy (G)	100 + 8
Babcock Int'l	335 + 11	Palis	
Blue Circle	125 + 11	Abbeyrest	38 - 5
Colgate	61 + 8	Anglia Water	417 - 13
Forte	154 + 9	Arden	14 - 2
Hauscoff	185 + 9	Austin Reed A	82 - 5
Lloyd Chem	218 + 15	Bit Filtags	52 - 5
Prudential	202 + 15	Brangham Higgs	90 - 10
Polaris	91 + 7	Owners Abroad	70 1/2 - 5 1/2
Prance Oil	78 + 4	Smartfrits (I)	771 - 10

Deliveries of luxury S-class help turnover rise by 3.5%, reports Kevin Done

## Sales of Mercedes-Benz cars fall 7%

MERCEDES-BENZ car sales worldwide in the first nine months of the year fell 7 per cent to 397,000, the company said yesterday.

The turnover of the car operations, however, rose by around 1.5 per cent, or by DM1bn to DM30bn (\$21.2bn), because of higher sales of Mercedes-Benz's top of the range S-class luxury car, which is in its first full sales

the first time in its history. Mercedes-Benz will be out-sold in western Europe by BMW, its main domestic rival.

Mercedes-Benz forecast that its retail car sales would regain some lost ground in the final quarter and for the full year would total around 550,000 worldwide, a drop of less than 1 per cent from 554,000 in 1991.

Sales in western Europe (excluding Germany) fell 4 per cent in the first nine months to 114,000, with declines in Italy and France but a rise of 7.7 per cent in the UK. Sales in the US rose 9 per cent to 47,600 helped by increasing leasing sales.

Mercedes-Benz car sales in Asia, excluding Japan, have jumped 65 per cent in the first

nine months to 15,000. Sales for the full year in the region are expected to total 20,000, and the company expects to double this to the mid-1990s.

Mr Jürgen Hubbert, managing director of the Mercedes-Benz car division, said yesterday that the company had no immediate plans to raise its car prices in the UK following heavy devaluation of the pound against the D-Mark, as its sales revenues were largely hedged until the end of the year.

It has already raised its prices by an average of 5 per cent in Spain and other German carmakers such as Volkswagen and BMW have also raised their prices in Italy.

Of the 10,500 jobs that are being cut by Mercedes-Benz in Germany this year, some 6,500 are being shed by the group's car

maker to raise its list prices in the UK with an increase of just under 5 per cent.

Mr Hubbert said that Mercedes-Benz had increased investment in its car operations by around 10 per cent this year to more than DM2.5bn. Investment would total some DM1.8bn in the next five years, mainly for the development of new products.

He claimed that productivity in the final assembly operations of its new Rastatt car plant had been raised 20 per cent compared with the company's existing plants at Sindelfingen and Bremerhaven.

Earlier this year Mitsubishi Motors were abandoned earlier this year, and the present talks with Peugeot of France were no longer promising, as the two groups had widely differing concepts for a new vehicle, he said.

For a cut production, Page 18

SocGen breaks trend with 8% rise

By Alice Rawsthorn in Paris

SOCIETE Générale yesterday lightened the gloomy mood of the French banking sector by announcing an 8 per cent increase in interim profits to FF1.98bn (\$410m) for the first half of 1992 from FF1.83bn in the same period last year.

The robust increase in profits from Société Générale bucks the trend among France's big banks, which have been hit by competition in domestic banking and by the need to make steep increases in provisions on their property holdings and industrial investments.

Credit Lyonnais last month disclosed it had barely broken even in the first half. Banque Indosuez, the prominent investment banking subsidiary of the Suez industrial group, reported a similarly steep fall in profits because of a hefty increase in its provisions.

Paribas, another force in French investment banking, avoided a dramatic decline in its interim profits by the use of disposals. Paribas was yesterday clouded by its involvement with Clements François, the troubled construction company now embroiled in a controversy over previously-undisclosed losses on off-balance sheet dealings.

By contrast Société Générale, one of France's largest private sector banks, managed to avoid a steep increase in provisions on its property and industrial interests.

Mr Marc Vénot, chairman, said that Société Générale had pursued a "prudent provisions policy" in recent years. As a result, he said, it was able to limit the increase in first-half write-downs to 16.5 per cent, taking it to FF12.05bn.

Société Générale saw its net banking income increase by 5.5 per cent to FF18.6bn during the first six months of the year. Its gross operating profits rose by 4.5 per cent to FF6.75bn in the same period.

Mr Vénot said the bank planned to "maintain the strategy of diversifying into different areas of revenue" in the future. However he refused to make a profit forecast for the full financial year.

Société Générale, like other French banks, has been cutting costs. Last month it announced a rationalisation for its French retail banking network, involving shedding 1,300 of its 22,000 staff within three years.

David Waller on moves towards a new era for Finanzplatz Deutschland

## German bourses combine to take on Europe

GERMANY'S fragmented stock exchanges, divided between eight different centres, have at last decided to share a common future. The announcement yesterday that the exchanges would be brought under a single holding company – Deutsche Börse, the German Exchange – is intended to put an end to decades of damaging rivalry between Frankfurt, by far the dominant market, and its smaller

partners. The decision is a big step towards the realisation of Finanzplatz Deutschland, the often-postponed ideal of Germany as a strong financial centre. Yet it also leaves some difficult questions unanswered.

By providing for the exchanges in Frankfurt, Düsseldorf, Munich, Stuttgart, Hanover, Hamburg, Berlin, and Bremen to retain their independent existence, it ensures that regional tensions will linger within the new structure.

And by providing for the parallel development of screen- and floor-based trading, it leaves scope for rivalry between the two systems.

Still, the agreement is an important achievement, actively encouraged by the federal government. Ten months ago, Mr Helmut Kohl, the German chancellor, visited the Frankfurt exchange for the first time, calling for stronger capital markets in Germany. Days earlier, Mr Theo Waigel, finance minister, had presented a package of policy proposals designed to strengthen Finanzplatz Deutschland.

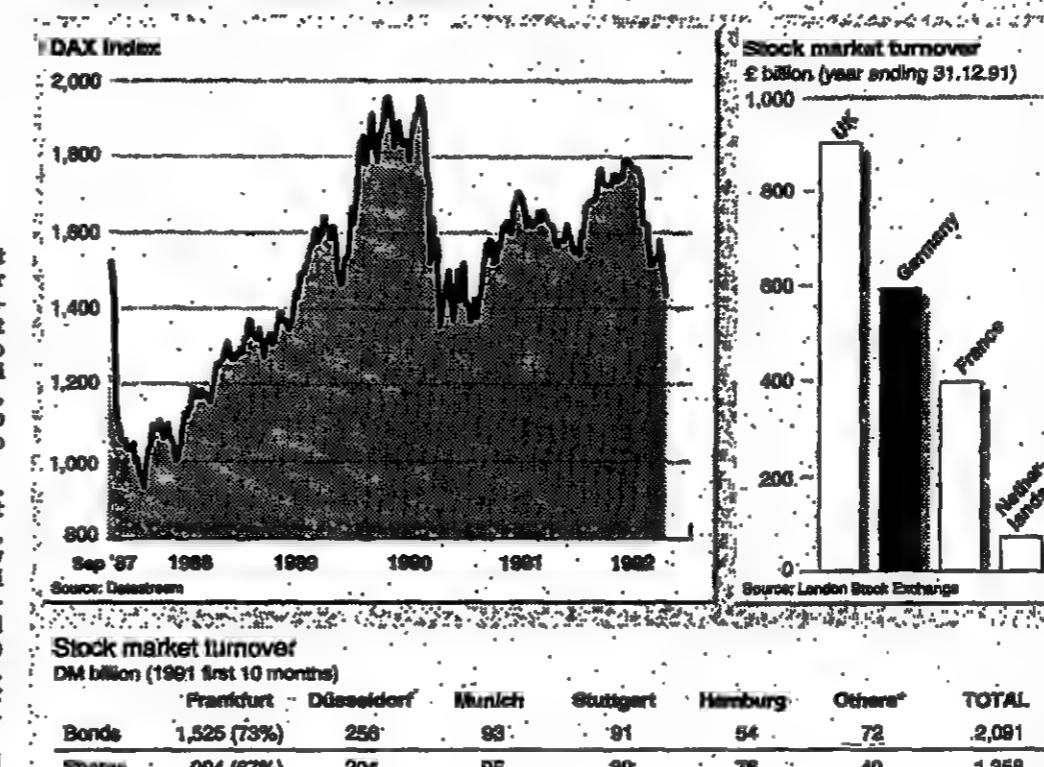
The creation of Deutsche Börse was only one such measure. Mr Waigel also called for an insider dealing law and a centralised supervisory body for the German securities industry. The plan was to implement these measures by the end of the current year.

That timetable will be impossible: Germany is unlikely to have a law against insider dealing law or a new supervisory body until the end of next year. However, as Mr Friedrich von Metzler, chairman of the Frankfurt bourse, said in a recent interview, the creation of Deutsche Börse is the necessary first step.

The agreement represents a series of compromises: between Frankfurt and the other exchanges; between the big banks and the smaller dealers; between the proponents of screen-based dealing and trading on a physical exchange floor.

"For 20 years, the other

### German stock market



It will suit the commercial aims of the larger institutions to have a more centralised exchange, but the fact that the smaller exchanges have backed the scheme as it stands shows that Mr Breuer – who has played a central role in negotiations – has compromised enough to assuage fears of domination by big banks and Frankfurt.

## INTERNATIONAL COMPANIES AND FINANCE

## Ford to impose production cuts at Cologne plant

By Kevin Done, Motoring Correspondent, in Paris

FORD of Europe is cutting production at its car assembly plant in Cologne, Germany, in response to falling sales in western Europe and excessive stocks.

It is stopping production of the top-of-the-range Scorpio/Granada for three weeks, beginning October 19, and is stopping output of its Fiesta small car for one week from the same date.

The production cuts in Germany, the first for many years, are in addition to similar moves already announced at other Ford plants in Europe. Ford's two British car plants, at Dagenham and Halewood, as well those at Genk in Belgium and Valencia in Spain will all go over to short-time working this month.

Ford warned last month that its European operations would suffer a loss for the full year after struggling back into profit in the first half of 1992 from last year's record loss.

The German production cuts mean that Ford will lose output of around 6,000 Fiestas and slightly more than 3,000 Scorpios/Granadas.

Around 5,500 hourly-paid German workers will be affected by the short-time working on the Fiesta and Scorpio assembly lines. Of those, some 1,500 will be affected by the three-week lay-

off. The workers will receive around 90 per cent of their net pay when the production is stopped.

Cut-backs elsewhere in Europe this month are stopping Fiesta production in Spain for five days - with the loss of about 7,000 cars - while the Sierra assembly line in Belgium has been reduced from two shifts to a single shift and only four-day working for two weeks.

In the UK, Ford has told trade unions that it has "half an assembly plant too much capacity". It is shedding 1,500 jobs in the UK and is cutting around 20 per cent of its capacity at the Dagenham and Halewood plants.

## Surveillance sees fee income rise by 12.6%

By Ian Rodger in Zurich

SOCIETE GÉNÉRALE DE SURVEILLANCE, the Geneva-based international inspection group, said its total fee income in the first eight months rose 12.6 per cent and net income was comparable with the same period of last year. No figures were given.

Of the growth in fee income, acquisitions accounted for 4 per cent and foreign exchange 2.3 per cent.

The discrepancy between fee income and profit performance was due to a setback in loss adjusting in the US and Australia because of mild weather. A better result is expected in the final third of the year because of the effects of Hurricane Andrew.

European markets, which account for nearly half of total fee income, grew 18.5 per cent. North America, which accounts for a quarter of fee income, grew only at 1.9 per cent.

The Asia-Pacific region continued to grow at a strong 11.1 per cent, and the company said that its important contract for pre-shipment inspection services with the government of Indonesia had been renewed in July.

## Sparebanken over-estimates equity capital

SPAREBANKEN, Norway's biggest savings bank, said it had over-estimated its equity capital partly due to a miscalculation of goodwill at the end of the first half, Reuter reported.

It said it lowered the bank's group equity capital to 8.74 per cent, still above the legal minimum, from 8.25 per cent.

The difference is due to a miscalculation of goodwill and an incomplete inclusion of deficits from the bank's subsidiaries, Sparebanken said.

For the end of 1992, bank's total equity must be at least 8 per cent of risk-weighted balance sheet items.

## Protests as Posco chairman resigns

By John Burton in Seoul

MR PARK Tae-joon, chairman of South Korea's Pohang Iron and Steel Company (Posco), appeared determined yesterday to quit the world's third-largest steelmaker despite symbolic protests among the company's managers and workers.

Mr Park's resignation, which took the company by surprise on Monday, came a week before Posco shares are to be offered to foreign investors for the first time. His departure comes amid signs of growing political conflict between Mr Park and other leaders of the ruling Democratic Liberal Party (DLP).

In an attempt to persuade Mr Park to reconsider his decision, the company's 48 directors threatened to resign, 141

department managers signed an appeal for him to stay on, and more than 3,000 Posco workers demonstrated at the company's steel complexes in Pohang and Kwangyang.

Mr Park left Seoul, where he was attending a DLP meeting of the as the party's co-chairman, to travel to Pohang to explain his decision to the company's labour force.

The protests reflect fears over Posco's future after Mr Park leaves, as well as his revered status within the company he created 25 years ago on the Korean government's orders.

Mr Park provided extensive social welfare benefits to his workers, which made him popular.

Analysts said Mr Park's resignation would probably not

immediately effect Posco's prospects since it has one of the best managements in South Korea. But they expressed concern about the long-term implications.

"Posco is known for its exceptionally loyal and cohesive management, which is largely due to Mr Park's personal dedication to the company. The danger is that *esprit de corps* could disappear along with Mr Park, especially if the government eventually appoints an outsider to run the company," said one Korean analyst.

Posco, which is 35 per cent owned by the Korean government, has benefited from Mr Park's close ties with the political leadership.

Mr Park said he timed his resignation to coincide with

the completion of final phase of the expansion of Posco's production facilities.

However, Mr Park may have fallen victim to the growing dissension within the DLP as the presidential election approaches in December.

Mr Park has indicated he is opposed to the DLP presidential candidate, Mr Kim Young-sam. Mr Park made an abortive bid for the DLP presidential nomination earlier this year.

There is speculation that Mr Park may leave the DLP to support another presidential candidate or stand himself.

Possible successors to Mr Park include Mr Hwang Kyung-ro, the vice-chairman; Mr Jung Myung-sik, the president; and Mr Park Tuk-pyo, the vice-president for strategic planning.

## Panel criticises GPG accounts

By Andrew Jack in London

GPG, Sir Ron Brierley's UK investment company which has had its shares suspended since December 1990, has been criticised by the Financial Reporting Review Panel for breaches of accounting standards.

The panel, the UK's watchdog of corporate financial reporting, ruled that GPG's latest set of accounts did not fulfil the requirement to comply with current accounting standards.

It said the company's approach "is not acceptable", but it held back from requiring GPG to re-state its accounts or

take other remedial action because the treatment used is shortly to become mandatory.

GPG generated a £5.5m profit mainly from the disposal of MCC, a subsidiary, as an exceptional item. The gain was classified as a "discontinued operation", which would make it an extraordinary item under existing accounting guidelines.

The result was to increase pre-tax profits from £5m to £10.5m (£19.2m) and more than double earnings per share from 1.58p to 3.38p in the accounts for the 12 months to September 30 1991.

The panel said the approach breached SSAP 6, the standard

dealing with extraordinary items and prior-year adjustments, and SSAP 3, which concerns earnings per share.

However, it said the treatment was consistent with Fred Clark, the exposure draft on the profit and loss account issued by the Accounting Standards Board, which is to become a standard next month and is likely to convert nearly all extraordinary items into exceptional ones.

Mr Blake Nixon, GPG's UK executive director, said: "I can't really get too fussed about the thing. I just see it as a storm in a teacup."

The panel said the approach breached SSAP 6, the standard

## UK shoe board argued on foreign equity

By Peggy Hollinger in London

ATTEMPTS to introduce a foreign investor brought to a head the boardroom row at Cef Clark, one of Britain's largest private companies, and resulted in calls for the chairman's dismissal.

The disclosure that Mr Walker Dickson, who became chairman in July last year, sought to introduce a big foreign equity partner was made in a letter to shareholders sent out

on Monday night. The company is currently in talks over a possible £150m (£267m) bid made by Electra Investment Trust.

The foreign investor proposed by Mr Dickson was to have provided from £20m and £40m to pay for rationalisation in return for 10 to 20 per cent of the shares. This would have diluted existing investors.

The letter claims Mr Dickson "explicitly stated" that "without this equity injection, the

company would be likely to fail".

However, a spokesman for Clark denied the chairman made such a statement.

The letter was sent by four directors, in preparation for the extraordinary general meeting on October 16.

The rebel board members are proposing to replace Mr Dickson, only the second non-family chairman in 187 years, and Mr James Power, a non-executive director.

## Tengelmann and Delhaize lead western retailers into Hungary

By Nicholas Denton in Budapest

Louis Delhaize Group, the Belgian retailing company, won 10 outlets.

Tengelmann and Delhaize already own Hungarian retailing operations and the latest acquisitions will remove a major constraint on their planned expansion.

The Hungarian government accepted offers of Ft14m (£52m) with additional investment commitments of up to Ft1bn, representing the biggest single Hungarian retail privatisation to date.

Tengelmann emerged as the main winner in the auction, taking 24 of the larger shops in return for a total investment of about Ft1.5bn.

Tengelmann and Delhaize

Discount retailing has become attractive in Hungary, as declining real incomes have led consumers to economise.

Yesterday's transaction is unusual in that the State Property Agency, the privatisation authority, offered the 147 outlets for sale singly although they were grouped until now in 10 state-owned "Kozert" groups.

Generally, the SPA has found it less time-consuming to sell state companies intact even if the proceeds are lower.

Another 183 Kozert stores remain to be sold; these, however, are generally smaller and will attract less international interest.

## Spie expects to reduce losses

By Alice Rawsthorn

FFr91.2m, (£18.8m) against FFr150.5m in the first six months of last year.

Spie attributed the improvement to a reduction in costs following the restructuring of its French construction interests.

The company said yesterday that it expected its loss in the second half to be roughly in line with that of the first.

It also forecast a slight fall in

turnover for the full year from FFr22.5bn in 1991 to around FFr21bn in 1992, reflecting its withdrawal from unprofitable areas of activity.

Last year, Spie crashed from profits of FFr251m in 1991 into a loss of FFr360m.

This was attributed to the general slowdown in France's construction industry.

Mr Jeker said yesterday

## Crédit Suisse ahead

By Ian Rodger in Zurich

CREDIT SUISSE, Switzerland's third-largest bank, said its revenue in the first nine months was ahead of last year's level, and it expected net profits for the year to be comparable with last year's record SFr848m (£369.4m).

Although the slack demand for credit was hurting, commission income was showing a marked rise. "Swaps and derivative financial instruments again account for a significant part of the increase in trading revenue," said Mr Robert Jeker, chief executive.

Mr Jeker warned that provisions for bad debts could be higher than last year's SFr1.1bn because of the persistent weakness of the world economy, but he said that Crédit Suisse, the main subsidiary of CS Holding, was in "a very good position" with a capital ratio of 9.8 per cent under the Basle norms.

He also quashed occasional speculation in Switzerland that the bank might abandon the retail sector in its home country.

Mr Jeker said it was "essential to maintain our strong position in the retail banking sector".

## PACIFIC GAS AND ELECTRIC COMPANY

San Francisco, California

### HALF-YEARLY REPORT TO SHAREHOLDERS

CONDENSED STATEMENT OF CONSOLIDATED INCOME (Unaudited) (In U.S. Dollars)	
	Six Months Ended June 30,
1992	1991
..... In thousands .....	(Except per share amounts)
Operating revenues	\$ 4,939,538 \$ 4,622,766
Operating expenses	3,836,116 3,427,590
Income taxes	463,314 382,172
Total operating expenses	3,999,430 3,809,762
Operating income	940,108 813,004
Other income	78,077 23,161
Net interest expense	405,347 391,259
Net income	612,835 444,906
Preferred dividend requirement	41,900 46,973
Earnings available for common stock	\$ 571,535 \$ 397,933
Weighted average common shares outstanding	420,376 418,963
Earnings per common share	\$1.36 \$ .95
Dividends declared per common share	\$ .88 \$ .82

All amounts below are in U.S. dollars.

Pacific Gas and Electric Company (PG&E) earned \$1.36 per share for the six months ended June 30, 1992, compared to 95c per share for the same period a year ago.

Net income for the six months ended June 30, 1992, was higher than for the comparable period of 1991 mostly due to (1) the 1991 scheduled refueling outage of PG&E's Diablo Canyon Nuclear Power Plant, Unit 1, which began February 1 and was completed April 4; (2) a \$26 million (3.05 per share) after-tax write-off in the first quarter of 1992 of an investment in a magnesium metal production facility in Alberta, Canada by Alberta Natural Gas Company Ltd (ANG), a former Canadian affiliate of PG&E's subsidiary, Pacific Gas Transmission Company (PGT); and (3) the second quarter 1992 after-tax gain of \$19 million (3.05 per share) from the sale of PGT's 49.99% interest in ANG.

PG&E's Diablo Canyon Nuclear Power Plant, Unit 1, began a scheduled refueling outage in September which will affect net income in the third and fourth quarters of this year.

Prices for electricity determined for the period of the half-yearly reporting and for the period of the financial year ended December 31, 1991, as of December 31, 1991.	
In thousands of dollars per kWh.	
1/2 hour	Peak
1/2 hour	Off-peak
1/2 hour	Interim
1/2 hour	Off-peak
1/2 hour	Interim

## INTERNATIONAL COMPANIES AND FINANCE

## Qantas advances 209% on eve of privatisation

By Kevin Brown in Sydney

QANTAS, the government-owned Australian airline, yesterday reported a 209 per cent increase in net profit to A\$137m (\$98.7m) for the year to the end of June, marking a solid recovery from its earlier financial problems.

Mr Ralph Willis, finance minister, said the result underlined the underlying financial strength of Qantas, which the government wants to privatisate next year.

The recovery in the airline's position was underlined by an improvement in pre-tax operating profit from A\$68.9m to A\$322m. Revenue increased from A\$362m to A\$452m.

Mr Bill Dix, Qantas chairman, said the "very encouraging" result was achieved "in a highly competitive environment significantly affected by depressed economic conditions and heavy price discounting in major markets."

Mr Dix said the result should be seen against a background of world aviation losses of A\$5.5bn in 1991, when several airlines had gone out of business and only a handful had made a profit.

The improvement was largely due to improved productivity following restructuring and a A\$130m reduction in fuel costs following the end of the Gulf war.

However, Mr Dix said the immediate outlook for the industry was "uncertain" because of "destructive competition" coupled with continuing world recession, which would limit airline growth.

He said there was nothing to suggest that the industry outlook for the current year was any better than in 1991-92, especially since many large airlines had already reported reduced interim profits.

## Hewlett-Packard to focus on telecoms IT

By Louise Kehoe

In San Francisco

HEWLETT-Packard of the US has formed a new worldwide business unit focused upon developing and marketing information technology products for the telecommunications industry.

Formation of the new organisation reflects the group's increased commitment to the telecommunications market, the company said.

"The new business unit's mission is to build on top of HP's broad computer foundations, advanced telecommunications solutions," said Mr William Roelandts, an HP vice-president and general manager of the Computer Systems Organisation.

"Hewlett-Packard will boost its contribution to the telecommunications industry by introducing more focused products and services as well as developing strategic alliances to better meet the needs of worldwide customers," he said.

The telecommunications industry spent \$14bn on information technology products and services worldwide last year and the market is expected to expand to approximately \$25bn by 1995, HP said.

The new business unit consists of three product

operations, each having worldwide product responsibilities and three geographically dispersed business-development teams in Singapore, France and the US.

These groups will develop and market products for advanced networks, telecommunications network management and customer network management.

HP is already one of the top suppliers of computer products to the telecommunications industry.

It aims to expand its share of the market by developing products that will "enable faster integration of operation support systems, business support systems and telecommunications networks," said Mr Lewis Platt, an HP executive vice-president.

Pyramid Technology, which designs and makes high-performance open systems servers, has unveiled a restructuring that will result in a charge of between \$22m and \$24m in the fourth quarter ended September 30, Reuter reports from San Jose, California.

The company said it expected to report a "substantial loss" for the fourth quarter.

Pyramid said it expects revenues for the quarter of \$51m, up from \$48.6m in the third quarter ended June 30.

## Further restrictions on Citicorp disclosed

By Alan Friedman

In New York

ANSETT Transport Industries, the aviation group owned jointly by TNT and News Corporation, may be floated "at some stage in the future," TNT said yesterday.

Mr David Mortimer, who last week replaced Sir Peter Abeles as TNT managing director, said that flotation was a long-term option in the wake of reduced profit forecasts and the surprise resignation of its president.

The restrictions are part of a memorandum of understanding

with the Office of the Comptroller of the Currency (OCC) and Federal Reserve that the bank was forced to sign last February, but which was revealed only in August.

The memorandum provided for closer oversight by regulators, especially of Citicorp's internal operating and capital plans. The bank has been selling assets and cutting costs in order to improve its capital-to-asset ratio.

The additional constraint on making acquisitions was disclosed yesterday by Citicorp in a securities filing made in connection with a \$500m offer of preferred stock. Mr John Morris, Citicorp's spokesman, said he did not regard the latest disclosure as "substantive."

Morgan Stanley, the investment bank leading the preferred stock offer, will today begin making a presentation to investors in New York.

Wall Street analysts say the stock offer could be affected by market confusion about the reasons behind the abrupt departure on Monday of Mr Richard Braddock, the Citicorp president, who was a close colleague of Mr John Reed, the bank's chairman.

The bank has said that Mr Braddock chose to resign.

Citicorp also said in its filing that its third-quarter earnings would be in the range of \$60m to \$100m, or less than half the level previously anticipated by most analysts.

The bank said consumer loan write-offs would remain high at about \$870m, while there would also be about \$65m of pre-tax charges related to the bank's restructuring programme.

Yesterday, on Wall Street, the bank's share price declined by 8% to \$14.14, having already fallen by 8% on Tuesday.

## GM faces threat of new strike

By Martin Dickson

In New York

GENERAL Motors, the struggling US vehicle-maker which has suffered two strikes at parts plants over the past five weeks, is threatened with a stoppage at an electrical plant in Anderson, Indiana.

The United Auto Workers union yesterday issued a letter authorising a strike at Inland Fisher Guide if a dispute could not be resolved in the next five business days.

A stoppage by Inland Fisher's 3,400 hourly-paid workers could seriously disrupt GM production, since the plant supplies tail lights, parking lights and other exterior lighting for most of the group's North American cars.

Although the various strikes have particular local causes, they are also seen by analysts as a warning shot to GM by a cornerstone of the brokering house's business.

The position is likely to have been created to exploit Mr Ball's reputation as an effective salesman and leader of the firm's executive committee and board of directors. He will be filling a newly-created post of senior executive vice-president with responsibility for developing the marketing strategy for Smith Barney's high net-worth individual investor services, a cornerstone of the brokering house's business.

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During his tenure at Prudential Securities, the securities house ran up heavy losses as the ambitious chairman tried to turn the company into one of Wall Street's most powerful firms.

Mr Ball's appointment at Smith Barney, part of the diversified financial conglomerate Primerica, comes more than a year and a half after his troubled and controversial

## Lufthansa strengthens its old Chinese ties

By Paul Bettis

Aerospace Correspondent

LUFTHANSA, the German flag-carrier, is attempting to cash in on China's developing aviation boom by strengthening its presence as the largest European airline serving the Chinese market.

Even though Lufthansa is in the throes of sweeping restructuring in Germany to reduce its losses, it is continuing to grow in China with a series of investments.

These range from new direct non-stop flights from Frankfurt, a joint hotel and property venture in Beijing, and the expansion of a big aircraft maintenance and engineering venture with Air China.

"Our investment strategy could have seemed somewhat risky and exaggerated two or three years ago," said Mr Werner Hupe, general manager of Beijing's Aircraft Maintenance and Engineering Corporation (Ameco), the biggest western aircraft overhaul and maintenance centre in China. 40 per cent owned by Lufthansa and 60 per cent controlled by Air China. "But it now looks like it was the right thing to do," he was.

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## Fujitsu to cut spending, NEC sees losses

By Robert Thomson in Tokyo

Fujitsu, the Japanese computer company, yesterday confirmed its capital spending would be below forecast levels, while NEC, the electronics company, may report consolidated net losses of more than Y10bn (\$83m) for the first half.

The two companies, and the entire Japanese electronics industry, are under pressure because of a fall in capital spending at home and interna-

tional weakness in the computer and semiconductor markets. NEC is also suffering from Japan's overcrowded consumer electronics market.

Fujitsu said it would reduce capital spending from a planned Y140bn to Y110bn this year, while research and development spending would be about 8.4 per cent below the original plan. It is also transferring systems engineers to the sales department in an attempt to bolster profits.

The company has forecast net consolidated losses of about Y20bn for the first half to mid-September, although it hopes an emergency economic package recently announced by the Japanese government will stimulate sales in the second half.

Meanwhile, NEC said that a Japanese newspaper reported that it would incur consolidated losses of more than Y10bn was not necessarily wrong, although the company

has not completed its calculation of first-half earnings.

Heavy discounting of computer and consumer electronic products in the domestic market has hurt the company, while the recent appreciation of the yen is likely to harm international profitability.

As with other semiconductor-makers, NEC is counting on an upturn in the US market to lift demand and prices, which have fallen sharply over the past two years.

GFW, Australia's biggest food group, had planned to sell the Wattie division through a public share flotation next month, which had been expected to raise N\$249m.

GFW is to use the money from the Wattie sale to buy Uncle Toby's, a leading Australian cereals company, as part of its strategy to concentrate on baked foods and cereals. It is retaining a some baking and related businesses in New Zealand which operate under the Goodman name.

Heinz executives received approvals for the takeover from both the New Zealand Overseas Investment Commission and the New Zealand Commerce Commission earlier this month.

Petersville Sleigh, a division of the diversified Australian industrial company Pacific Demolop, had also expressed an interest in buying a stake in Wattie Foods.

Some analysts believed this was due to Petersville's concern over the inroads Wattie Foods was making in Australia with a range of baked beans and spaghetti. Wattie Foods has taken 15 per cent of the market, which has been dominated by Petersville and Heinz, in the past six months.

Heinz said yesterday it would allow Wattie Foods to compete aggressively against Heinz products in Australia. Both companies would be controlled directly from Heinz' Pittsburgh headquarters in the US, but under the existing local management.

Wattie Foods has annual sales of approximately N\$275m, which compares with Heinz' global sales of US\$8.5bn.

Heinz plans to "grow" Wattie Foods and use its production facilities. This forms part of the Heinz plan to become a greater force in Japan and other parts of Asia. The Wattie name will continue to be used in Australia, Japan and other markets, with new products, including Weightwatchers, to be added to the existing varieties.

Mr Tony O'Reilly, Heinz chairman, said Wattie Foods would provide the US group with an "exciting opportunity" to expand its presence significantly in the Asian region using Heinz' expertise in marketing, product development and global distribution. Mr O'Reilly said Wattie Foods was one of New Zealand's most respected companies.

One of the main attractions for Heinz in buying the company was the New Zealand economy which had "benefited greatly from government policies which had encouraged free trade and becoming a low cost producer in recent years.

## That sinking feeling in market flotations Down Under

Kevin Brown reports on the jitters now forcing the abandonment of some equity and rights issues in Australia

AUSTRALIA'S financial community is becoming increasingly jittery about the prospects for forthcoming equity issues in the wake of a failing stock market and a series of controversial flotations and rights offers.

The uncertainty was brought to a head last week by the abandonment of a A\$2bn (\$1.4bn) flotation of the Woolworths retailing chain, owned by Industrial Equity (IE), a subsidiary of the collapsed Adsteam group.

The board of IEI reluctantly abandoned the flotation after being told by the lead underwriters that there was no prospect of raising more than about A\$1.7bn in the current state of the market.

IEI is not alone in having failed to bring an offering to the market in recent weeks. Brokers say Wilson Neill of New Zealand also dropped plans to float its Tasmanian brewery operations after being advised the issue would flop.

Even Foster's Brewing Group, the world's fourth-largest brewer, has problems with its A\$1.10-a-share issue. The A\$1.10-a-share issue appeared

to be deeply discounted when it was announced three weeks ago, but looks much less attractive now that Foster's shares have slipped to A\$1.16.

The main reason for the uncertainty is the continuing weakness of the Australian share market, with the All Ordinaries Index at 1,455.4 last week, down 12.6 per cent from its peak of 1,684.5 in May.

The weakness reflects Australia's slower-than-expected recovery from recession, combined with uncertainty about the timing and outcome of a forthcoming federal election, and a reduction in demand from the underwriters and sub-underwriters.

But confidence has been further undermined by disappointment over several recent equity issues, notably the A\$1.2bn flotation of the Government Insurance Office (GIO) of New South Wales.

The GIO flotation, which was heavily promoted by the state government, closed A\$1.05 following an oversubscribed demand from small investors, who took up 75 per cent of the shares.

After opening at a small premium, GIO shares have traded

at a discount to the A\$2.40 issue price, in spite of the release of improved trading results. Many investors were also burnt by the weak after-market for Australian Consolidated Press, the magazine arm of Mr Kerry Packer's privately-owned media group.

But the greatest contributor to the uncertainty was the failure of a A\$1.2bn rights issue by Westpac Banking Corporation, which was 72 per cent undersubscribed, leaving about 17 per cent of issued shares in the hands of the underwriters and sub-underwriters.

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## INTERNATIONAL CAPITAL MARKETS

## Belgian and Dutch bonds in favour after rate cuts

By Peter John in London  
and Patrick Harrison  
in New York

THE Belgian and Dutch government bond markets were in favour yesterday as

## GOVERNMENT BONDS

both countries cut key short-term interest rates, echoing a similar easing by the Bundesbank on Tuesday.

The Belgian National Bank reduced its seven-day special advances rate by 10 basis points to 8.9 per cent, while the Dutch authorities cut their intervention rate to the same level.

Both were reacting to the strength of their currencies, and followed the 10 basis point cut in the latest German repurchase agreement (repo) tender. Money market rates in Germany have now moved down 30 basis points since the devaluation of the lira and 80 basis points since early September.

Dealers said that a Belgian cut had already been factored into bond prices but there was considerable switching out of Germany, and the spread against the bond continued to narrow.

## Chinese prepare 13 share issues

One dealer said the spread had dropped from 112 basis points to 83 points since Tuesday morning and expected traders to start taking profits.

The Belgian benchmark 10-year government bond firmed 30 basis points to 102.27, with the yield falling to 8.39 per cent.

Dutch bonds opened slightly easier in sympathy with the German market, but speculation that Amsterdam would follow the Belgian rate cut encouraged demand. Then, in late trading, the Dutch central bank said it had lowered its special advances money market rate to 8.9 per cent from 9 per cent for a five-day liquidity pact it will launch at tender today.

Subscriptions to the new special advances pact were expected to be open first thing this morning and allocations were to be announced shortly afterwards.

The new liquidity pact will replace a three-day facility of F1.5bn expiring before the start of trade today. The Dutch 10-year benchmark bond ended the day much as it had begun – it showed a slight fall of 8 basis points at 103.26.

IN the German government bond market, cash bond prices slipped one-third of a point as

traders took profits after the recent strong rally.

There was also some drag on the government bond from an auction of new 10-year 7.25 per cent bonds which raised DM3.92bn. Dealers were said to be moving into cash, Dutch guilders or Belgian francs.

There was some selling of longer-dated bonds and pressure in the futures market after a large German bank was said to have started unloading bond futures. The bond future on Liffe ended the day at \$104, down from Tuesday's close of \$113.

LONG gilts bounced back after a protracted period of weakness, showing a one-point rise as the market pinned its hopes on a keynote speech from the UK chancellor of the exchequer due today.

Mr Norman Lamont is to address the Tory Party conference and, although conference speeches tend to be occasions for bland encouragement to the party faithful, dealers hope that the seriousness of the present economic situation will prompt a more pointed response.

Nevertheless, dealers said the risks inherent in remaining outside the ERM, and the possibility of a jump in the inflation rate, ensured that it was

unlikely the yield spread against bonds would narrow significantly from its present level above 200 basis points.

There was also some switching out of shorter-dated gilts. The long-dated benchmark gilt gained over a point to 96.5%, while the long gilt future opened three-quarters of a percentage point higher and traded strongly all day, reaching a high of 98.8. The December short sterling futures contract was steady around 91.88, with the market looking for interest rates of 8.25 per cent by the end of the year.

FRANCE drew encouragement from hints by the central bank's chief economist that Germany was working to ease

rate controls.

Mr Ottmar Issing warned against placing too much reliance on near-term German M3 money supply data – hitherto the leading indicator used by the German monetary authorities. In addition, he said it was regrettable that financial markets had apparently underestimated the decline in short-term German rates over the past three weeks.

In late trading, the benchmark 30-year government bond was down 11 at 97.2, yielding 7.480 per cent. The two-year note was also weaker, down 1/4 at 100, to yield 3.867 per cent.

## CFTC confirmed as US futures market regulator

Laurie Morse on new rules and exclusions passed by Congress

After a three-and-a-half year battle, the US Commodity Futures Trading Commission is finally about to get a new lease of life.

The Futures Trading Practices Act is set to pass into law this week, reauthorising the regulator for another two years.

Congress voted in favour of the bill – one of the few important pieces of securities legislation this year – on Friday, with the Senate expected to ratify it later this week.

Besides confirming the CFTC as regulator of the US futures exchanges, the bill specifically excludes over-the-counter swap and hybrids markets from the CFTC's remit. It also introduces stronger protections for customers of US future exchanges.

In an interview, Mrs Wendy Gramm, chairwoman, said the bill would bolster US competitiveness in global derivative markets, and would allow US futures exchanges to uphold their reputation as financial innovators.

Mrs Gramm spoke strongly in favour of free markets that have a minimum of regulation. "What this [Act] does first is put to rest uncertainty in the regulatory system internationally. Now we can all focus on developing innovative new products," she said.

"One thing is that it gives us more flexibility. We will be able to provide appropriate exemptions for certain products. This is important because we don't want to stifle innovation," she added.

The legislation affirms previous CFTC rulings that over-the-counter instruments such as swaps and hybrid instruments are not futures, and are not subject to CFTC supervision.

Mrs Gramm rejects claims that this leaves the OTC markets totally unregulated. "They may not be regulated

directly by a government agency, but the banks and other institutions trading these products often are regulated," she said.

According to Mrs Gramm, the exemptions in the bill will also allow US futures exchanges more freedom to develop new products and trading systems without regulatory hindrances.

In the past, for example, CFTC rules requiring futures trades be made openly and competitively had hindered exchanges from their stock index futures pits. The Chicago Mercantile Exchange did manage, after long negotiation with the CFTC, to design large order execution procedures for its S&P 500 stock index futures. Under the new rules, those procedures can be made less cumbersome, and might apply to other contracts and exchanges.

The new legislation also allows US futures exchanges to keep day-to-day margin-setting authority for stock index futures, with the CFTC and the US Federal Reserve gaining powers to determine margins in emergency situations.

The reauthorisation debates have allowed Congress to impose tighter trade practice rules on the big US futures exchanges. The new bill directs the CFTC to require closer trade-tracking to detect and deter trading floor abuses. It increases monetary penalties for CFTC rule violations, and it requires futures exchanges to distribute records of its disciplinary actions against members more broadly.

It also contains provisions against insider trading and "dual" trading, and prohibits floor brokers from engaging in the potentially abusive practice of executing customer orders with their own business partners.

## Buyers start to respond to wide yield spreads

By Tracy Corrigan

THIRTEEN companies in south-east China's Fujian Province are expected to offer shares by the end of the year. AP-DJ reports from Hong Kong.

Although the amount of shares to be offered is yet to be finalised, they will include A shares, which are for domestic investors, and B shares reserved for overseas investors, according to an official report. The shares will be listed on stock exchanges in Shenzhen and Shanghai.

An official of the Fujian Trust and Investment Corporation of the People's Construction Bank of China, said the province would adopt a new method to distribute share application forms following voting in August when Shenzhen sought to make available applications for a chance to purchase shares.

## INTERNATIONAL BONDS

basis points since last month. Dealers said spreads were at their widest point since early 1990, having reached historically tight levels earlier this year.

For example, Ontario's \$2bn five-year issue launched last month at a spread of 48 basis points over the comparable Treasury yield is now trading at a spread of 77 basis points.

In particular, last month's change in Italian tax rules

which means that Eurobonds

issued by Italy, the World Bank and the European Investment Bank no longer command favourable terms in the repo market – loosed billions of dollars of bonds on an already soggy secondary bond market.

The tax rules had caused such Eurobonds to trade at artificially tight spreads, which in turn had led in spreads of

other sovereign and supranational paper.

Further, the expectation of a surge in issuance by European sovereign borrowers needing to replenish foreign exchange reserves has also depressed sentiment.

In the floating-rate sector, Astinag, the Austrian railway, launched at \$200m five-year

issue of notes, via UBS Phillips & Drew.

Elsewhere, Chrysler Credit Canada launched the first Eurobond issue backed by Canadian assets. The C\$300m deal, backed by loans made by Chrysler to car dealers, was arranged by Morgan Stanley. The deal is privately placed and details are undisclosed.

Expectations of an interest rate cut were high at the start of the week but, after the Fed failed to act following Tuesday's open market committee meeting, hopes for a rate cut dwindled rapidly, forcing many investors who had bought bonds in anticipation of a policy ease to unload their recently acquired stock.

Prices were also depressed by unexpectedly weak demand for the \$3.75bn of seven-year notes auctioned in the afternoon.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Astingag (dt)	200	(a)	99.85	1995	15/10/95 UBS PEG	
D-MARKS						
Eurobonds	200	7.5	101.125	2002	1/4-1 1/2% Deutsche Bank	
BNL (lt)	75	(a)	99.8	1995	- Hees Newman	
SWISS FRANC						
Massai Bridge Co (jpn)*	35	3	100	1995	- Swiss Bank Corp.	
Salix Over Co (jpn)*	30	4	100	1997	1 1/2-1 1/2% Bk (Switz)	

Final terms and non-callable unless stated. \*Private placement. \*\*Conversion. \*\*\*With equity warrants. \*\*\*\*floating rate note.

a) Coupon pays 6-month DM libor. b) Final terms fixed on 12/10/92. c) Coupon payable semi-annually. Final terms fixed on 12/10/92. d) Coupon pays 10bp below 3-month libor.

## MARKET STATISTICS

Rises	Falls	Same	LONDON RECENT ISSUES					
			1st	2nd	3rd	4th	5th	6th
British Funds	73	1						
Other Fixed Interest	15	5						
Commercial, Industrial	312	162						
Financial & Property	189	69						
Oil & Gas	24	0						
Mines	24	24						
Others	34	40						
Totals	663	317	1,385					

SIXX	SIXX	SIXX	LONDON RECENT ISSUES					
			1st	2nd	3rd	4th	5th	6th
Sixx A	395	-	-	120	-	-	-	-
Sixx B	400	24	24	35	35	35	35	35
Sixx C	395	12	12	12	12	12	12	12
Sixx D	395	12	12	12	12	12	12	12
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Sixx O	395	12	12	12	12	12	12	12
Sixx P	395	12	12	12	12	12	12	12
Sixx Q	395	12	12</					

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## COMPANY NEWS: UK

## Hewden Stuart at £6.7m sees gloomy outlook

By Andrew Bolger

HEWDEN STUART, the UK's biggest independent plant hire company, said yesterday it was assuming that there would be little improvement in the economy before 1994.

Sir Matthew Goodwin, chairman of the Glasgow-based group, said the recent collapse of the government's economic policies had brought further uncertainty into the deeply recessionary construction industry.

The six months to July 31 saw pre-tax profits fall by 16.5 per cent to £6.7m (£6.06m) on turnover marginally down from £50.6m to £58m.

Sir Matthew said these results were a "first-class achievement," particularly in view of the drying up of work for the tower cranes division. These activities lost more than £500,000 in the first half, compared with profit of £1.8m last year, but remained strongly cash generative. In the last three years the number of tower cranes owned by the group has declined from 180 to 90.

Sir Matthew said efforts were continuing to further reduce the tower crane fleet and seek more work overseas, but it would be some time before the division returned to reasonable profits.

Strong cash flow meant that by July 31 cash balances were between £7m and £8m, in spite of spending almost £13m.

The group expects to spend less than £10m in the second half, but said it might exceed such a bombed-out industry. Analysts are impressed by the group's ability to generate cash and conservative depreciation policy, which led it to write off £1.85m from operating profits of £18.28m. But things are grim indeed when so staunch a supporter of the Tories as Sir Matthew refers to government policy in such scathing terms.

Forecast full-year profits of £11.5m to £12m put the shares on a hefty prospective multiple of about 19. Hewden Stuart will certainly benefit when the gloom eventually lifts from construction, but buyers at this level will have to join the management in taking a long-term view.

See Observer

## Renishaw limits fall to 18%

By Richard Gourlay

RENISHAW, the maker of precision measuring probes and inspection equipment, suffered an 18 per cent decline in annual profits due to a sharp fall in sales to its main machine tools markets.

The group managed to limit the impact of the 40 per cent fall in the machine tools market, most of which is now in Japan, by introducing new products, increasing market share and cutting manufacturing costs.

Pre-tax profits for the year to June 30 fell from £11.1m to £9.09m on sales of £44.05m (£45.7m). Earnings per share fell from 18.1p to 15.1p and the recommended final dividend of 4p, makes 6.5p for the year (6p).

Recession in many markets shaved net margins from 18 per cent to 15 per cent. But this

hid gross margins that remained resilient before absorbing some input price rises and increased marketing costs.

Mr David McMurry, chairman and chief executive, said there was a flicker of hope for economic recovery in the US, but elsewhere there was not much sign of a recovery.

The continuing decline in the British machine tools co-ordinates measuring machine market meant that sales had halved to about 5 per cent of total group turnover.

With the majority of sales outside the UK and many input costs denominated in sterling, Renishaw is likely to gain some benefit from devaluation of the pound.

• COMMENT To all but maintain sales when

its crucial Japanese machine tools market has collapsed is a tribute to Renishaw's new product development and fleet of foot. As well as switching its sales effort from original equipment manufacturers to end users, the company has also started to use its own tools to increase its manufacturing efficiency and is spending more R&D on its own product manufacturing techniques. Renishaw is one of the few genuinely innovative British companies and has as a result had to bear very little pressure on gross margins. It is also a cyclical stock, dependent on recovery in the world capital goods markets. With profits forecast at £11.5m for next year, giving earnings of 14.5p, the implied prospective multiple of 17 suggests rather a lot of recovery is already factored into the price and perhaps too soon.

The company maintains that trading, while tough, is no worse than anticipated when talks with bankers began in the spring, and that its new stores - such as Food Giant, Somerfield and Sobe - are showing sales increases.

The latest refinancing involves deferral of £45m of interest on the mezzanine debt, new facilities of £54m once the £45m limit has been reached, conversion of preference shares into ordinary shares and the issue to mezzanine lenders of options to buy up to 20 per cent of the group's ordinary shares at 1p each.

The company is still trying to sell its Herman's Sporting Goods chain of shops in the US and Wellworth food retailing business in Northern Ireland. Negotiations are believed to be at an advanced stage for the sale of Wellworth, expected to recoup more than £125m.

The company maintains that trading, while tough, is no worse than anticipated when

## Concern over Gateway as Isosceles refinances

By Maggie Urry

SHAREHOLDERS of Isosceles, the buy-out vehicle for the Gateway food retailing group, will meet today to approve the company's refinancing agreement tied up with its bank in August.

Holders of 95 per cent of the shares have already undertaken to vote in favour of the refinancing.

However, there are concerns that even after this refinancing, the second since the £2.1m bid for Gateway was completed in 1989, goes through, the group's finances may require further restructuring.

The group's problems stem from its inability to make asset sales to reduce the debt, which stood at £1.25m at the April 25 financial year end, and from a marked worsening of trading conditions since the original buy-out.

Isosceles is still trying to sell its Herman's Sporting Goods chain of shops in the US and Wellworth food retailing business in Northern Ireland. Negotiations are believed to be at an advanced stage for the sale of Wellworth, expected to recoup more than £125m.

The company maintains that trading, while tough, is no worse than anticipated when

## Decline in earnings from sports goods cuts Grampian Holdings to £2.45m

By Jane Fuller

A COLLAPSE in first-half earnings from sports goods profit before tax and exceptional items by 40 per cent.

The Scottish mini-conglomerate's share price, which stood at 20p less than a year ago, fell 16p to a five-year low of 90p yesterday.

Pre-tax profit declined from £4.12m to £2.45m before an exceptional profit of £2.34m on the £1.3m sale of Mitre to Genesco, of the US. Turnover slipped to £66.7m (£68.3m).

In the continuing businesses, pre-tax profit was 28 per cent down at £2.44m (£3.37m) on sales of £68.6m (£60.7m).

Mitre's contribution was only £10,000 compared with £745,000.

Sports goods accounted for the main decline in ongoing activities, making only £160,000 profit compared with £1.1m - although that was helped by £400,000 of plant and machinery sales.

Profits roughly halved in golf gear and at Patrick, the French supplier of football boots. Mr David McGibbon, finance director, said: "Margins came under pressure as retailers stocked and looked for deals."

Animal pharmaceuticals, the largest division, increased sales to £22.5m (£20.3m) with the help of an acquisition. Pre-tax profit was flat at



Trevor Humphries, chairman and chief executive of Grampian Holdings (left), and David McGibbon, finance director

£3.06m (£3.03m).

Mr Bill Hughes, chairman, said volumes had fallen in some of Grampian's niche agricultural markets, such as sheep dip. Demand from poultry and fish producers had been weakened by imports.

The offsetting factor was an improved performance in Australia.

Retailing, namely tourist

mill shops, repeated its seasonal loss of £1.2m. Transport pre-tax profit inch ahead to £942,000 (£922,000).

Mr Hughes said that pharmaceuticals and sports goods had remained under pressure in the third quarter and the tipper side of transport had also weakened. Retailing had enjoyed a 12.4 per cent sales increase.

## Allied Leisure falls by 29%

By Richard Gourlay

ALLIED LEISURE, the nightclub and ten-pin bowling operator, yesterday reported a 29 per cent fall in pre-tax profits to £2.21m in the year ended July as leisure spending continued to show no signs of recovering.

The company has yet to sell any of the loss-making theme bars which it said earlier this year it was writing off its books with an extraordinary charge of £3.25m.

Since the company's most recent rights issue 18 months ago, the share price has dropped from about 100p to 24p.

Pre-tax profits in the year to July fell from £2.1m to £2.21m on sales up 26 per cent at £17.4m.

Earnings per share fell from 12.2p to 5.28p but the group will pay a final dividend of 3.28p, making a total for the year of 4.75p.

After £13m of capital expenditure on its Megabowl, includ-

ing two new sites at Preston and Dundee, net debt has risen to £14.3m.

As a result gearing has risen to 61 per cent from 34 per cent last year. Mr Duncan Moss, finance director, said the company aimed to maintain gearing below 55 per cent.

Then group has made a £304,000 provision covering future costs relating to the stand-alone theme bars which are to be sold and have been written off in the accounts.

The trust has decided to purchase £15m of its zero debt-structure stock.

will be invested in income shares, because the gross redemption yields on zero dividend preference shares has fallen from more than 11 per cent to about 10 per cent. Yields on income shares, however, are as high as 20 per cent.

The prospectus estimate of 341p for the net asset value of

the ordinary shares at the end of the company's life in 2002 has been revised to 316p. This is because the price of income shares has fallen on fears of higher interest rates and reductions in dividends.

The trust has decided to purchase £15m of its zero debt-structure stock.

## F&C launches trust to attract PEP investors

By Scherzerzade Daneshku

FOREIGN & COLONIAL, manager of the UK's largest investment trust, yesterday launched a trust aimed at attracting personal equity plan investors.

The PEP Investment Trust (Pepit) has a simple capital structure consisting only of ordinary shares and will be primarily marketed as a qualifying trust for PEPs.

The trust is being launched through an offer for subscription, which means the issue is not underwritten. However, F&C says the minimum of £1m has already been raised. The offer period closes at noon on October 23.

F&C's international general trust, the UK's largest, has defined reserves of 16m tonnes of oxide copper with an average grade of 1.6 per cent.

The development of the mine and construction of the treatment plant was completed at the end of 1991 and the first trial copper cathodes were produced in January.

During the 1992 second half production will reach a rate of 20,000 tonnes of copper cathodes per year. At the end of last year Lince had net assets of £63.2m.

OFC has subscribed for new

qualify for the £6,000 yearly allowance, the international general trust is limited to £1,000.

The new Pepit will hold about 80 per cent of its stock in the UK, mostly in companies drawn from the FTSE 100 index and the rest in Europe, allowing investors to take advantage of the full £6,000 allowance.

The offer price per share is 100p and the maximum number of shares in issue following the offer will be 99.8m.

The investment is balanced between capital and income growth. The annualised gross dividend yield is estimated at 4.5 per cent.

The initial charge is 2.5 per cent, compared to the industry average of between 5 and 6 per cent and the annual management charge is 0.4 per cent.

Pepit will have an indefinite life.

## Clyde Petroleum in joint venture

Clyde Expro, a subsidiary of Clyde Petroleum, has formed a joint venture with OMV UK, part of Austrian oil group OMV, to carry out exploration and appraisal work in the UK North Sea.

OMV has subscribed for new

shares in a subsidiary of Clyde Expro - to be re-named St James's Oil and Gas - which holds eight North Sea exploration licences. The resulting share holdings in the company give Clyde 45 per cent and OMV 55 per cent.

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CSGCH-B

## MEXICO

Free market policies adopted by Mexico now seem certain to produce a sustained period of economic growth, as well as future interest by foreign investors keen to seize the opportunities offered by the soon to be completed NAFTA agreement. In the light of this, on November 19th 1992, the Financial Times plans to publish its annual Mexico Survey. For advertising information please call Paul Maravigli on 071-873 3447 Fax 071-873 3595

FINANCIAL TIMES

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ANNOUNCEMENT

SEMI-ANNUAL DIVIDEND FOR CONVERTIBLE CUMULATIVE REDEEMABLE PREFERENCE SHARES 2001

The Board of Directors of First Pacific Company Limited (the "Company") is pleased to announce the payment of the semi-annual dividend on the Company's Convertible Cumulative Redeemable Preference Shares 2001 (the "Preference Shares"), represented by International Depositary Receipts ("IDRs"), which entitle the holders thereof to receive a fixed cumulative preference dividend of 7.25 percent per annum payable in United States Dollars on 10th May and 10th November each year.

The distribution due on the Preference Shares, as of 10th November, 1992 will be calculated at 7.25 percent per annum of the issue amount of the Preference Shares of US\$5,000 each amounting to US\$181.25 per share. If the full preference dividend is not paid on the due date, the balance of such dividend will be carried forward for payment on a subsequent payment date.

It is expected that dividend cheques, or payment by transfer to a US dollar account maintained by an IDR holder with a bank in New York, New York, U.S.A., will be despatched, or made, as the case may be, to IDR holders on 10th November 1992 subject to timely presentation of the relevant coupons. Such coupons should be surrendered at least two clear business days (i.e. by Thursday, 5th November 1992) prior to the dividend payment date either at the office of Chase Manhattan Bank Luxembourg, S.A., as Depository, or at the offices of the Paying Agents named in the coupons.

By Order of the Board  
Ronald A. Brown  
Secretary

Hong Kong  
8th October 1992

Edinburgh department store, achieved a 15 per cent profits advance, from £379,000 to £437,000 pre-tax, in the half year to July 31.

The result was struck up from £13.7m to £15m.

The interim dividend is being raised to 25p (19p).

Computer People runs into loss

Difficult economic conditions on both sides of the Atlantic were blamed by Computer People Group, the computer personnel provider, for pre-tax losses of £135,000 in the six months to June 30.

This compared with previous profits of £689,000 and was struck from revenues of £29.9m (£24.8m).

Losses per share amounted to 0.73p, against earnings of 3.3p, and the interim dividend payment is being trimmed

from 2.1p to 0.65p.

The directors said the results included £493,000 of operating costs which were now eliminated.

For further details please return the enclosed advertisement, together with your business

## Recession fails to halt advance at Halstead

By Paul Taylor

JAMES HALSTEAD, the Manchester-based floor-coverings, weatherproof clothing and trailers group, continued to defy the recession by posting a 5 per cent improvement in full-year pre-tax profits and by lifting its total dividend by 6.7 per cent.

Pre-tax profits in the year to June 30 grew from £7.85m to £8.04m despite "extremely severe" trading conditions which resulted in only a modest increase in turnover to £55.3m.

Earnings per share rose to 37.71p (36.12p) and a recommended final dividend of 7.4p (7p) makes a 12p (11.32p) total.

An extraordinary provision of £2.35m covered the costs of closing the loss-making Belstaff garment manufacturing operations.

Mr Stephen Knight, finance director, said it had been a year of solid achievement and consolidation for Polyfiber, the group's core sheet vinyl and tile floor-covering business which accounts for more than two thirds of group turnover.

The DIY carpet tile business also showed improvement and the Driza-Bone Australian weatherproof clothing business, acquired three years ago, has a successful year.

Conway Products managed to increase camping product sales in both the UK and Holland, helped by a new budget-priced trailer-tent model. As expected, the Belstaff clothing business was closed after its

losses accelerated towards the end of last year.

During the year the group spent more than £3m on capital investment, mostly in the floor covering business.

Despite the heavy level of investment and the cost of the Belstaff closure, the group's strong positive cash flow enabled it to further strengthen its balance sheet and end the year with no net borrowings.

A 1-for-1 scrip issue is proposed in order to improve market liquidity for its shares which closed yesterday up 21p at 48p.

### COMMENT

Halstead is a good, solid and safe investment in uncertain economic times, but is unlikely to continue to outperform the market so spectacularly when recovery comes. Its core vinyl flooring business faces growing competition and margins are likely to come under increasing pressure, so promised new PVC sheet flooring products will be crucial. Higher raw material prices are likely following sterling's recent plunge, and the overseas manufacturers of the group's motorcycle accessories are pushing for higher prices. But Halstead's growing export business should help offset these pressures. Pre-tax profits of about 28.4m are likely this year, provided earnings per share of around 38p. Halstead is trading on a prospective p/e of 12.8 and is a hold.

## French sell water stake

By Peter Pease

SHARES IN the water sector fell yesterday on the news that Lyonnaise des Eaux Dumez, the French water and construction company, had sold its 9.9 per cent stake in Anglian Water for some £105m. Shares in Anglian itself fell 13p to 41p.

Lyonnaise sold some 26.5m shares at 410p each to Catanove and Werburg. They then placed the shares with institutions at 415p.

The group sold the shares to

maintain a high level of liquidity, said Mrs Christine Morin-Postel of Lyonnaise.

But it was not going to sell North-East Water, Essex Water and Suffolk Water - all of which it owns - since "they are part of our core business".

Lyonnaise sold its stakes in Wessex Water and Severn Trent in November 1990. It had acquired the water company shares shortly after they were floated in December 1988.

See Lex and Markets

DIVIDENDS ANNOUNCED						
	Current payment	Date of payment	Corrs - pending dividend	Total for year	Total last year	
Allied Leisure	£0.25	Dec 23	3.25	4.75	4.75	
Austin Reed	Int 2	Dec 1	5	3.33	6	
Burn Stewart	Int 2.50	Nov 23	-	3.33	5.4	
Computer People	0.65	Jan 4	2.1	-	5.5	
Grampian Hides	Int 1.7	Nov 13	7.7	-	5.5	
Halstead (James)	Int 1.8	Dec 4	7	12	11.25	
Howden Stuarts	Int 0.875	Dec 12	0.865	-	3.15	
Ipeco	Int 1.3	Nov 20	1.2	-	3.4	
Renishaw	Int 4	Nov 23	4	6.5	6	

Dividends shown pence per share net except where otherwise stated. \*On increased capital. GUSM stock.

## Austin Reed slips into red and cuts dividend

By Peggy Hollinger

AUSTIN REED, the upmarket clothing retailer, yesterday reported its first-ever loss and a one-third cut in its interim dividend.

The pre-tax deficit of £438,000 for the 28 weeks to August 8 compared with profits last time of £639,000.

Mr Chris Thomson, finance director, said: "Clearly, in the face of such difficult circumstances, it is only prudent to trim the interim dividend." The pay-out is being cut from 3p to 2p. Losses of 1p compared with earnings of 1.5p.

The company's shares fell 5p to 13p despite an improving stock market.

Mr Thomson said Reed was confident of reporting a profit for the full year due to the seasonal nature of the business. Following disposals and closures, Reed was more than ever weighted towards the second half, he said.

Turnover for the six months fell from £25.6m to £23.7m. Some 25m of the decline was due to the sale at the end of last year of Robertson, a Scottish knitwear company. They

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## COMMODITIES AND AGRICULTURE

## EC proposes using satellites to spy on fishing

By Lionel Barber in Brussels

THE European Commission yesterday proposed using spy satellites to track fishing vessels suspected of breaching quotas in EC waters.

Surveillance of all boats longer than 10m in length would be phased in from early next year to the end of 1995, according to the Commission.

The idea is to strengthen monitoring of the Common Fisheries Policy (CFP) to protect depleted fish stocks in the face of "chronic overcapacity" of EC fleets, an EC official said.

In addition, the Commission would like to introduce a new licence regime for fishing vessels, applicable to all boats at high sea and in Community and third country waters.

The new licensing regime will apply to all Community and foreign vessels operating in EC waters. The principle of reserved access inside the 12-mile limit would remain intact.

In line with the new emphasis in Brussels on "subsidiarity" - devolving decision-making to the lowest appropriate level - the Commission

stressed that member states will be responsible for operating the proposed new regime. However, Commission inspectors would ensure that the CFP rules are applied equitably throughout the Community.

Separately, Mr Manuel Marin, the Spanish Commissioner responsible for the CFP, appears to have retreated from his plan for the Commission to decide the annual breakdown of fishing quotas and the total allowable catch (TAC). This would have implied a transfer of power from the Council, a course not acceptable in the present political climate where any move by the Commission to extend its authority is viewed with suspicion.

A Commission official said yesterday that the rules needed to be tightened because it was clear that the regime operating since 1983 was not adequate.

The Commission proposals will be considered in detail at a meeting of EC fisheries ministers on October 19. The Commission hopes that the new rules will take effect from 1 January 1993 when the current regime expires.

### Taiwan gold imports plunge 40%

TAIWAN'S gold imports plunged almost 40 per cent in September from August because of falling demand from industry and individual investors, the Finance Ministry said. Reuter reports.

September imports were 8.31

tonnes worth \$102m (25.73m) compared with 15.45 tonnes worth \$174m in August.

Higher prices cut demand from the jewellery and electronics industries but imports are expected to rise before the Chinese New Year.

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## Chinese congress expected to liberalise grain market

THE 14th Chinese Communist Party congress next week is expected to move away from state control of agriculture and endorse the use of free markets in grain, Reuter reports from Beijing.

Diplomats and foreign grain traders expect the government to allow farmers to have more freedom over what to grow. It could also give up its monopoly of the grain trade, allowing domestic private traders to conduct business in China for the first time.

"We hear the congress will decide to liberalise the grain trade - decentralise it completely," one Asian trader said.

A Western economist said: "The farmers could find

themselves free to choose what to grow and where to sell it."

The move is expected because recent bumper crops in some provinces have led to tonnes of grain rotting in the open because of inadequate storage, while other areas have had to import because the transport network cannot get the grain where it is needed.

The country is expecting this year's harvest of grain - China's main crop - to reach a record 440m tonnes.

Farmers have suffered from bumper crops because the state-set price for grain drops, and they have turned away from the crucial grain staples to farm lucrative cash crops, frustrating the national planners. Millions of farmers

have also left the land to seek jobs in factories.

Vice Premier Tian Jiyun earlier this year called for an end to the government's monopoly on grain purchasing and marketing. He said state control should only be used as an expedient during periods of shortage.

Mr Tian proposed setting up more grain wholesale markets nationwide and experimenting with measures on how to make grain supply management market-sensitive.

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## LONDON STOCK EXCHANGE

## Pause for breath in technical rally

By Terry Byland,  
UK Stock Market Editor

THE TECHNICAL rally in the UK stock market was taken a stage further yesterday, still encouraged by sterling's firmness and by a steady performance from Wall Street. But some doubts crept in when both the FT-SE Index and the stock index future contract failed to move above previous levels by equity chart analysts as important testing points.

The Footsie recovered another 28.7 points of Monday's 103 point loss to close at 2,517.1. Trading volume increased, boosted by a 26.5m share placing in Anglian Water and the market buzzed with hints that City offices were

alert and that a number of corporate deals were about to be launched.

The 278m cash bid from Hanson for Rank Hovis McDougall, followed by takeover activity in the leisure sector, has re-alarmed traders to the attractions of UK stocks to predators, especially from overseas bidders which have the additional benefit of sterling's effective devaluation. Dealers believed yesterday that a German group may be about to take a hand in the speculative interest in Owners Abroad.

Many of the long-identified big targets on the Footsie list found themselves in the frame again yesterday, and speculators were also looking at stocks just below the market's top 100 stocks.

However, with the UK Conservative government coming under fire at its annual conference, which will be addressed today by Mr Norman Lamont, the chancellor of the exchequer, the big investment institutions remained unwilling to chase shares too vigorously until official strategies on sterling and interest rates become more clear.

Equities benefited from a

firmer tone in stock index futures but the Footsie topped out at mid-session after moving to within four points of 2,530, identified by Robin Aspinall at Panmure Gordon, the UK broker, as the level at which either the technical recovery will peter out or the market will stage a renewed advance.

Seag volume of 545m shares compared with 467.1m on Tuesday. More significantly, stock exchange data showed that retail or customer business remained low on Tuesday, with the £81.5m value figure disappointingly below the £1.2bn plus totals recorded daily since sterling quit the ERM, and the stock market sensed that UK interest rates could be reduced.

Confidence in further cuts in

domestic interest rates before the end of the year remained strong enough to support shares in the consumer and retail sectors. But shares in those sectors advanced only modestly and investors sought out bargains rather than chasing prices higher. The best gains came among the blue chip sectors, although support was very selective, and more based merely on currency considerations.

Glozo, out of favour with UK investors recently, found renewed support from the US, although interest died away at the close as trade in New York appeared subdued. The chemical sector was unsettled by bearish reports from a presentation to analysts in London by the chemical division of Shell.

## Holiday sector on bid alert

VOLATILITY in the share price of Owners Abroad continued as rumours grew that a bid would be forthcoming from its rival holiday group Airtours. The belief in the market is that it is now a matter of if, but not when an offer is made, as sources close to both companies indicated that Airtours was the unnamed company which approached Owners three weeks ago and referred to in a statement from Owners on Tuesday. The company said that it had received an approach but that no follow-up had been forthcoming. The two groups are ranked numbers two and three in the package holiday market with a combined share of over 30 per cent; a bid would almost certainly attract the attention of the Office of Fair Trading.

However, Owners is also said to have had talks with the German group LTH, which bought the Thomas Cook travel chain in June. It is thought that Owners was discussing a co-operation agreement, rather than a formal alliance. Some in the market suggested that the German group may become involved as a white knight in the event of a hostile bid. In the meantime, Owners shares, which have been propelled on the back of the takeover speculation, fell back as profit-takers moved in. They ended 6% off at 70% in large turnover of 2.9m. Airtours fell 7% to 23p.

## Anglian bought deal

The worst individual performance of any Footsie stock came from Anglian Water, whose shares retreated 13, or just over 3 per cent, to 417p, after Lyonnaise des Eaux, the French utilities group, disposed of its near 9 per cent stake in the group.

The stake, some 26.32m shares, was sold by Lyonnaise, in a bought deal operation, to Cazenove, Anglian's broker, and Warburg Securities. Lyonnaise sold the stock to the two broking firms at 410p a share. The stock was then placed with institutions at 415p a share, giving the two participating brokers a 5p a share turn on the deal, or a total profit in excess of £132m.

The first half of the placing was said to have gone smoothly, although there were hints that the remainder proved much more difficult than had been expected. Some institutions, that were said to have taken up their original allocations were rumoured to have had to sell blocks of other water shares to enable them to take on more Anglian.

Lyonnaise acquired its holding in Anglian in the immediate aftermath of the flotation

of the 10 water companies in December 1989. It also built up a 6 per cent stake in Wesser Water and a 7 per cent holding in Severn Trent. Lyonnaise sold both these stakes at a substantial profit, in December 1990, via bought deals executed by Smith New Court.

The other water stocks in the Footsie suffered accordingly, with Thames aggressively sold and finally 8 off at 422p, with the Kainworts buy note and the round of US presentations still finding a ready response in the market. Lassco, too, attracted considerable support, moving up to 416p.

Profit-taking was seen in

Unilever as some in the market felt it had had a good run. Some fund managers switched out of the UK 'plc' shares and into the Dutch 'nvs', arguing that the latter are at a 5.5 per cent discount to the plc equivalent.

The shares retreated 21 to 104p.

Scottish supermarket group Superette jumped 46 to 587p following recent presentations by BZW. Asda climbed 2% to 384p as hints were heard that trading was steady and that one leading broking house would be upgrading today.

The 4 per cent drop in new car sales during September triggered a series of profits downgrades in the motor components area of the market.

"It's nothing but bad news in the car manufacturing business," said Mr Alastair Stewart at Carr Kitcat & Aitken, the

stockbroker. Mr Stewart said he had downgraded his profits estimates "across the board" in the sector to allow for the drop in UK car sales, the problems caused to the German industry by a rampant D-Mark and the production cuts in the US car industry. The Carr downgrades had an impact on GKN, 10 lower at 339p, Laird group, 12 off at 265p and Lucas, 4 off at 88p. Dealers said Lucas had bounced off the bottom as a recent large selling order,

apparently executed by Willem de Broe, had been completed.

The market's response to news that General Accident (GenAxiis) paying C\$165m for Prudential's Canadian direct general insurance business, funded by the issue of 13.5m new shares at 588p a share, was to lift GenAxiis shares 5 to 510p. Prudential shares moved up to 269p on the news.

BZW's profits' upgrade coincided with a tightening of the market in Standard Chartered shares which rose up 31 to 476p in turnover of just 2m.

Barclays were again very busy, with 11m shares traded. Dealers said there had been heavy trading in the options market as well as big activity generated by the argument over whether a cut in the dividend is on the cards. The shares rose a penny to 379p.

There was considerable selling by nervous holders of the electricity stocks ahead of a document expected to be published today by the electricity industry watchdog (Offer). East Midland, after confirming its interest in the forthcoming sale of British Coal, dropped 7 to 370p.

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East Midland, after confirming







Continued on Next Page

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## INTER OFFSHORE FUNDS









## Dow falls after wave of program selling

## Wall Street

AFTER a quiet opening, US share prices tumbled in late trading yesterday on a wave of program selling and a big drop in bond prices, writes Patrick Harverson in New York.

At the close the Dow Jones Industrial Average was down 25.94 at 3,152.25, near its lows for the day. The more broadly based Standard & Poor's 500 also ended lower, down 2.91 at 404.27, while the Amex composite eased 0.83 to 366.83 and the Nasdaq composite gave up all of its early gains to finish 1.36 lower at 569.19. Turnover on the NYSE was 184m shares.

Although investors were disappointed that the Fed did not ease monetary policy after its monthly open market committee meeting on Tuesday, prices were supported yesterday by continued, if sporadic, bargain-hunting as investors went in in search of bargains after the recent sell-off.

The overall mood of the market, however, remained downbeat. The Dow has lost almost 120 points in the last five trading days, and investors are reluctant to invest heavily in stocks for fear of being caught out by an unexpectedly poor third quarter reporting season, which starts next week.

## Kuwait marks symbolic return of equity trading

But it may take six months before transactions return to former levels, reports Mark Nicholson

KUWAIT'S stock exchange, which closed with a bang in the Iraqi invasion of August 1990, has reopened with a whimper.

Since its doors were reopened on September 23, the market has seen a little under 20 transactions a day in no more than a dozen shares. So few stocks are being traded that the Al-Shail agency, which provided the market's index before the war, is publishing only a temporary index of the six most traded shares. In the first week this showed a 22.4 per cent slump in prices.

According to Mr Jassem al-Saddoun, Al-Shail's managing director, it will take six months before the market returns to an approximation of its former self - the Gulf's biggest market with a capitalisation of around \$3.4bn. "It will take that long for the market to assess the new government, the state of the economy and the social and political conditions in Kuwait," he says.

But it is likely to take far longer than that before trading on the exchange does anything like justice to its setting: a cavernous brown marble edifice which is among the most imposing of Kuwait's commercial buildings.

Although the building's fabric survived the Iraqi invasion essentially unscathed, the havoc caused by the Gulf war to Kuwait's financial and economic system meant that it took 18 months before it was able to reopen its glass doors.

That is how long it took the 31 companies now quoted to produce acceptable accounts. A further 21 companies are still

untangling the financial mess caused by the invasion and Mr Hisham al-Otaibi, the exchange's president, reckons that it will be early next year before the full complement of pre-war stocks are back on the market's board.

However, once all 52 companies regain their listing,

A full revival of the market will also await the recuperation of Kuwait's economy, the private sector of which has been crippled both by the direct effects of the Iraqi troops' vandalism and the indirect effects of the government's decision to try to halve the pre-war population.

Kuwait's stock exchange will find itself in its firmest footing for a decade - the result of the government's decision earlier this year to clear the financial system of billions of dollars worth of debts resulting both from the Gulf war and the disastrous 1982 collapse of the informal and unregulated Souq al-Manakh herb stock market.

The collapse of the Manakh market, which had soared unsustainably on rampant share speculation paid for largely by post-dated cheques, had left Kuwait's banks and investment houses shackled with a total of KD1.6bn (\$570m) worth of unpaid debts on their books even before the Gulf war. The war itself has made KD3.8bn worth of business and consumer loans by the financial institutions go sour.

Earlier this year, the government agreed to take on all these debts, buying them from the banks and investment companies in a massive one-off sale

of government bonds. The banks, and scores of other companies, were therefore able not only to produce accounts, but more soundly-based accounts than they had been able to publish since 1982.

Even so, it is likely to take years before the stock market recovers fully from the double shock of the Manakh and the Gulf war, in particular, has left the market out of kilter.

For one thing, government bail-outs resulting from the crisis have left it in possession of around 60 per cent of the total shares in issue. For another, the only bank of Kuwait's six commercial institutions that remained profitable after the Manakh crisis, National Bank of Kuwait, became such a Gulf-wide blue chip that its stock alone accounts for 30 per cent of the market's capitalisation.

Since the market's reopening, NBK stock has accounted for 64 per cent of all transactions.

A full revival of the market will also await the recuperation of the economy, the private sector of which has been crippled both by the direct effects of the Iraqi troops' vandalism and the indirect effects of the government's decision to try to halve the pre-war population.

Given the exchange's limp start and its dependence on a broader economic recovery, many believe that reopening was essentially symbolic. "Whenever the stock market is working normally, it is the thinking," says Mr Saddoun. "It is more of a psychological event than an economic one."

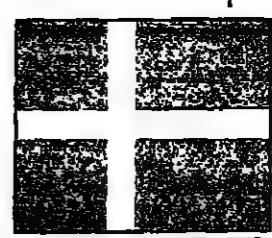
## SOUTH AFRICA

JOHANNESBURG based in quiet trading with gold stocks depressed by the stronger financial rand. The gold index lost 21 to 674 while the overall index shed 21 to 3,032 and industrials fell 8 to 4,080. Anglos slipped R2 to R85.

Anglo American's

share price fell 10 to 1,000.

## DENMARK



## SECTION III

Denmark's future relationship with Europe will be determined over the next few months. Meanwhile, the country is living in suspended animation as a result of uncertainty caused by the Maastricht dilemma and the recent currency turbulence in Europe. Hilary Barnes reports

## Suspended animation

THE self-confidence, indeed self-satisfaction, of the Danes can rarely have soared to such heights as it did in June this year when they opened the month by rejecting the Maastricht treaty in a referendum on June 2 and then went on to win the European soccer championships.

Ever since those heady days the Danes have enjoyed the feeling that David must have had after slaying Goliath.

Nothing, perhaps, better illustrates the extraordinary upsurge in national feeling than the fact that more people turned out in Copenhagen to welcome home the soccer team than took to the streets on Liberation Day in 1945 to celebrate the end of German occupation.

But the country's leaders have not shared so fully in the popular euphoria. They have a deeply worried look.

The optimistic view of the consequences of the Danish No to Maastricht is that Denmark has become a catalyst for change in public and political opinion and that modifications to Europe's structure will follow which will make the Community more acceptable to public opinion.

The pessimistic view is that the Danes have placed themselves firmly on the sidelines of Europe and that what was

seen by the voters as an assertion of national independence will instead render Denmark dependent on the Community, but without influence on its deliberations or decisions.

The drama of Denmark's future relationship with Europe will be played out over the next few months and what the Danes themselves think or do may be of relatively little significance compared with what the Germans, the French, the British and others decide.

In the interim, the country is living in suspended animation. All systems have gone into dead-slow as a result of the uncertainty caused by the Maastricht dilemma and the currency turbulence in Europe over the past few weeks.

Economic activity has sunk to such a low level, says Mr Knud Sorensen, chief executive of the country's largest bank, "that people can't even be bothered to paint their own kitchens any longer."

Still, Denmark's real GDP is expected by the government to increase by about 1.3 per cent this year and, but for the worst harvest for generations, caused by a long early-summer drought, the growth rate would have been half a point higher, which would have put the country among Europe's better performers.

Denmark itself was not at the eye of the currency storm. Speculation against the krone pushed short-term market rates of interest to exotic levels (at the time of writing, the one-month CIBOR was 29 per cent), but the Nationalbank (central bank) did not have to raise its own key interest rates to combat the crisis. Given the state of the Danish economy just a few years ago, the ability of the country to weather the currency storm relatively unscathed is remarkable.

Over the past 10 years, under the guidance of a succession of minority governments all headed by Mr Poul Schlüter, the Conservative Party leader who celebrated his 10th anniversary as his country's leader on September 10, the external strength of the economy has been remarkable. This will be the dominant issue of the 1990s.

There is a feeling in the air that after 10 years with Mr Schlüter and the Liberal Party leader, Mr Uffe Ekelmann-Jensen, foreign minister since 1982, the time for a change will be arriving.

The current balance of payments is now in substantial

surplus of about DKK25bn, more than 2 per cent of GDP. The budget, for a brief period back in surplus, is in deficit again, but the deficit is relatively small – about DKK35bn or just over 3 per cent of GDP.

If the Folketing (parliament) so decides, Denmark qualifies

as a core member of the European Economic and Monetary Union, but on present evidence the Folketing will decide otherwise.

Resolution of the problems caused by the No to Maastricht will remain at the top of the political agenda for some months but not to the exclusion of other issues. The improvement in the external strength of the economy has yet to be paralleled by reforms which can strengthen the domestic economic performance. This will be the dominant issue of the 1990s.

But unless Mr Rasmussen shows willingness to consider radical changes in the structure of the bloated welfare state – which the Social Democrats were primarily responsible for building up – parliamentary support for a change of regime may evade him, says Mrs Marianne Jelved, the leader of the Radical Party.

Meanwhile, the parties which advocated a Yes to Maastricht – the Conservative and Liberal government parties plus the Social Democrats, the Radical Liberals, the Can-

adian Party, which dominated Danish politics from the late 1920s until 1982 and is smarting at its long period in opposition, changed its leader in April electing Mr Poul Nyrup Rasmussen, 48, a former chief economist at the Trade Union Confederation.

As a person and as a politician, the small centre parties, especially the Radical Liberals, and the Centre Democrats, which are the king-makers in Danish politics, find him to be a more acceptable candidate for prime minister than either of his predecessors.

The reality, however, is that if all the other 11 ratify and Denmark finally refuses to sign, it will cause considerable inconvenience for the other members. But the 5.1m Danes will not stop the other governments from going ahead with a European Union if they are determined to do so.

The government's policy, therefore, is to gain authority to sign the treaty from a second referendum next year – but with several reservations or exceptions for Denmark to parts of the treaty.

Mr Schlüter has outlined a three-part package as the basis for next year's referendum.

The first part will consist of an unchanged treaty text. To persuade the voters to swallow the treaty, two sweeteners will be added.

Part two of the package will be a new agreement between all 12 members committing the Community to greater openness in its deliberations and emphasising that the principle of subsidiarity must, as it is intended, minimise interference from Brussels in the status and authority of national legislatures.

The third part will consist of special arrangements, or exemptions, for Denmark.

The detail of the special arrangements which Denmark wants have still to be hammered out in inter-party negotiations. The Danish proposals will not be ready in time for the October 15 summit, but before that date a white paper setting out the Danish options is due to be published. The proposals are scheduled to be presented in late October or in November in preparation for the Community's Edinburgh "summit" meeting in December.

But the broad outlines of the Danish requirements are clear and reflect what the voters on June 2 are deemed to have objected to most strongly in the Maastricht treaty.

The Danes are uncomfortable with the idea of a common European defence (other than Nato) and allergic to the idea of a European army, so the first requirement will be an exemption from Danish participation in a common European defence policy.

If the Danes vote No in a second referendum it will be a tragedy, says Mr Schlüter. Denmark would then have to obtain some kind of associate membership of the Community. At worst, such a relationship could mean that the EC refuses to allow Denmark to continue to participate in the third stage of Economic and Monetary Union.

Agriculture and the related food processing industries account for about 25 per cent of Denmark's merchandise exports and Denmark is one of the Community's largest exporters to third countries. Exclusion from the CAP would therefore have extremely serious economic consequences for Denmark.

## IN THIS SURVEY

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- Editorial production: Phil Sanders

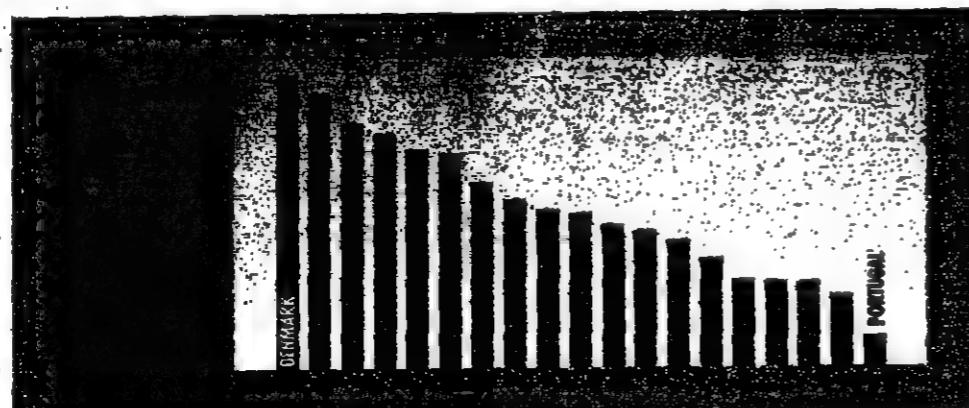


Copenhagen: A catalyst for change or dependent on the Community, but without influence on its deliberations?

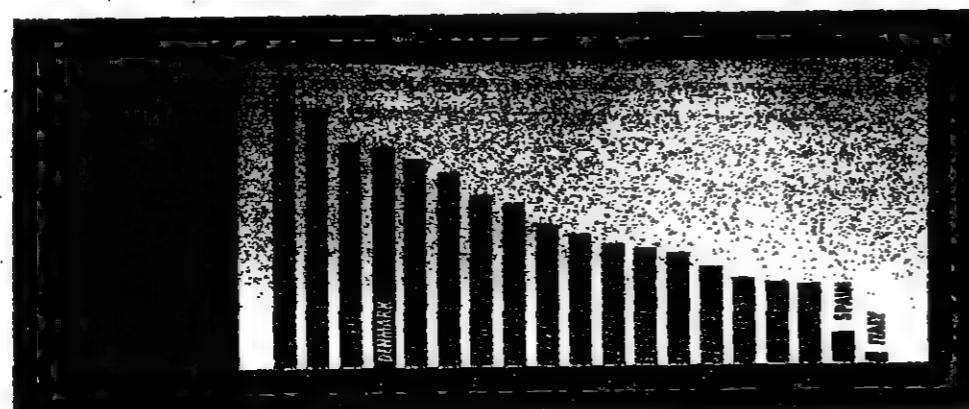
Picture: Alan Harper

## DIRECT INVESTMENT

## DENMARK ON TOP



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## DENMARK 2

## ■ DOMESTIC POLITICS

## Gap between leaders and led

MR Poul Nyrup Rasmussen, elected leader of the Social Democratic Party last April after a leadership contest, has succeeded in irritating his political adversaries by calling for a public debate on the subject of political and business ethics.

The 48-year-old party leader's point in playing the ethical card is that he thinks there is a crisis of confidence in relationships between the politicians and the voters and that an emphasis on morality is necessary to restore a relationship of trust and understanding between the two.

As leader of the Social Democratic Party he has a particular problem, because voting in the referendum on the Maastricht treaty in June demonstrated a particularly wide gap between the party leadership, which campaigned for a Yes, and the party's supporters, of whom at least 60 per cent voted No.

He has somehow to establish a new sense of understanding between the party and its supporters.

The electorate's rejection of the Maastricht treaty, after the Folketing had approved it by 130 votes to 25, is only one aspect of a gap between leaders and led, however, and it goes beyond politics.

The colossal losses sustained by the financial sector and the summary dismissal of some of the best-known names in the local financial world - Mr Per Villum, Hansen Hafnia's chief executive officer, in April, and Mr Steen Rasborg, Unibank's



Crisis of confidence? Prime Minister Schlüter (left) and Foreign Minister Ellermann-Jensen discuss the Maastricht poll result

which has caused a collapse of political confidence in the ministry.

The Tamil scandal began in 1987 when the then minister of justice, who has since resigned, ordered postponement of permission for the relatives in Sri Lanka of Tamil refugees in Denmark to join their families in Denmark.

This infringed the legal right, under Danish law, of the Tamil refugees to bring their close relatives to Denmark.

Ministry of Justice civil servants convicted at the minister's act of maladministration.

Implicated ministers. It is expected that the report will be published late this autumn, but no date has been set yet.

The issue in Mr Schlüter's case is what he knew and when he knew it, and did he, in order to protect the reputation of his minister of justice, mislead the Folketing in his "carpet" speech.

If the report criticises the prime minister, who, say colleagues, is absolutely convinced that he acted in good faith all along, there is little doubt that the small centre parties - the Radical Liberals,

Centre Democrats and the Christian People's Party - will pull the carpet out from under him.

"In other times, criticism might not have been taken so seriously, but the ethical climate caused by the crisis of confidence between people and politicians will affect the outcome of the Tamil case," predicted Mr Herbert Pundik, editor-in-chief of the respected Copenhagen daily newspaper Politiken.

If the Tamil scandal does not help Mr Rasmussen into office - and Mr Schlüter has made it clear that he will not go without calling an election - Mr Rasmussen's way to power may not be easy.

In his 10 years in office, Mr Schlüter has always headed minority governments and often - on more than 100 occasions - had to accept defeats in the Folketing.

But he has remained in office because there has not so far been a majority in favour of a Social Democratic government.

Mr Schlüter's governments have put the economy back on an even keel, which is in itself a considerable achievement, but when it comes to such Conservative and Liberal dreams as lowering taxes, actually reducing public expenditure



Day of decision: Danes line up to cast their votes during the Maastricht referendum on June 2

(as opposed to slowing the rise) and weaning the individual from reliance on the welfare state, little has been achieved.

This, however, seems to be the way in which the agenda for the 1990s is shaping up, and it is an agenda which Mr Rasmussen's Social Democrats may have to accept if they want to return to power.

It is significant that the Radical Liberal Party, which holds the swing vote between left and right in the Folketing, shares this general attitude.

"Danes with a problem automatically assume that the commune (local council) will solve it. They can't stand on their own legs any more. This has got to change," said Mrs Marianne Jelved, Radical leader.

Some of Mrs Jelved's requirements for the 1990s include making the labour market, instead of the state, finance the

present government's low-inflation policy and will stick to the fixed exchange through membership of the exchange rate mechanism of the European Monetary System, he says.

Lower taxes are not on his agenda, which seems very much like a traditional Social Democratic programme with heavy reliance on large public spending programmes.

Among highlights of his party's programme are substantial new spending on infrastructure investment in roads, railways and ports; subsidies for urban renewal programmes; and ambitious programmes to provide job opportunities through job rotation and activating the unemployed by providing places in training and educational courses.

Hillary Barnes

**L**ife begins in an institution for the average Dane, because both parents are out to work.

This is one of the most marked changes in the way the Danes live over the past 20 years, according to the 1992 edition of Living Conditions in Denmark, a statistical picture of the way they live now by the Central Bureau of Statistics and National Social Research Institute.

The housewife has almost disappeared, comprising only 4 per cent of the female population by occupation today compared with 43 per cent in 1974.

The labour force participation rate for women aged 16-68 is 76 per cent as against 37 per cent in 1980. In the age group 25-44 among married women, 91 per cent work, only slightly fewer than the 96 per cent of men in that age group who work.

Among families with small children (aged six or less), both parents work full time in 42 per cent of the families, and in another 38 per cent one parent will have a part-time job while the other works full time. Only one in five children is cared for full-time by a parent.

Some 48 per cent of all children aged two or less spend the day in a day-care institution, a figure which rises to 67 per cent for the three-to-six age-group (the normal school starting age is seven). In 1973, only 10 per cent of the youngest age-group were looked after in day-care institutions and only 32 per cent of the three-to-six age-group.

Children can count themselves quite lucky to get into this world. In 1980 there was one legal abortion for every three live births: 30,800 abortions for 63,500 births.

Most parents of small chil-

dren are married, but about 27 per cent of children up to the age of two years live with parents who cohabit without a marriage certificate and 12 per cent live with only one parent. About one fifth of all cohabiting couples live together without a marriage certificate.

Divorce is frequent, and the incidence is rising. About 28 per cent of marriages made in 1970 ended in divorce 15 years later, doubling the rate compared with those married in 1950. The rate will be even higher for those married in 1980, among whom the divorce rate was 14 per cent after five years.

The fact that men do more of the chores about the house is evidently not helping much. Half the men say they do 25-50 per cent of the household chores; in 1976 only a quarter of the men claimed to do as much around the house.

Most families (65 per cent) with children live in single-family houses, although only about 54 per cent of all households live in owner-occupied dwellings. They have plenty of space: more than 60 per cent live in dwellings with more than one room per person and only 10 per cent in dwellings with more than one occupant per room.

Much has happened in education over the past 30 years. In 1981, 28 per cent of the 20-29 age group had passed the basic university matriculation exam ("student exam" - equivalent to A-levels in England) compared with only 5 per cent in 1962. Some 44 per cent obtained the exam-based school-leaving certificate at 16 compared with only 17 per cent in 1962.

About 15 per cent of this age-group receive no further training after leaving school, down from 31 per cent in 1980. Some 68 per cent of the men and 52 per cent of the women obtain post-school education or vocational training.

Among men, 58 per cent work 37-38 hours a week (the standard working week), while 28 per cent work more. About 45 per cent of women work the standard week and 10 per cent work more. Sickness absenteeism is low: 3.9 per cent among hourly paid men and 5.7 per cent among hourly paid women, falling to 1.6 per cent for men and 2.8 per cent for women in salaried positions.

Use of data processing equipment at work is frequent but not yet ubiquitous. Among employees in senior or intermediate positions, half spend half their time using data equipment while just over a

third never use it. A third of lower level salaried personnel and about 14 per cent of hourly paid skilled workers use data equipment.

Some 76 per cent or more of those who are skilled workers or have salaried jobs say that work enables them to learn something new and to become more qualified, while about 47 per cent of unskilled workers had this view.

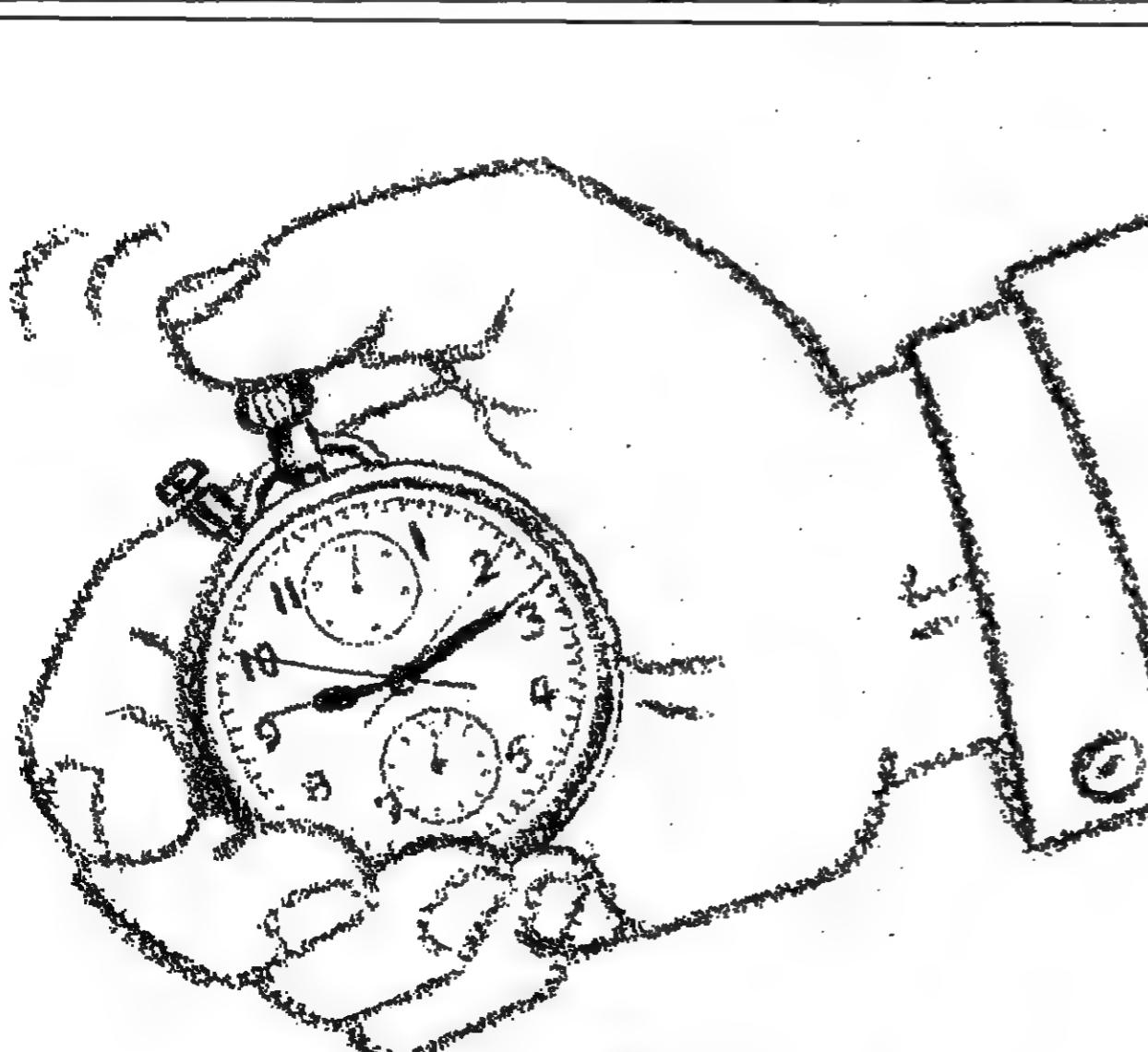
Income distribution, as measured by calculated life-time earnings, seems to be relatively even, although the distribution of wealth remains heavily unbalanced. The richest one tenth of the population had this view.

About 91 per cent of households have a colour television, 86 per cent a telephone, 81 per cent a refrigerator-freezer, 87 per cent a washing machine, 27 per cent a dishwasher, 58 per cent a car and 14 per cent a personal computer.

Hillary Barnes

## ■ LIFESTYLE

## A statistical portrait



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## ■ THE ECONOMY

## Strength and stability



Britain is particularly important for exports of Danish agricultural products, notably bacon and other pig meat

DENMARK did not get much of a mention during the recent turbulence in European foreign exchange markets – which, as Mrs Bodil Nyborg Andersen, deputy governor of the National Bank [central bank], put it, was “a good sign”.

Mr Henning Dyremose, finance minister, and Mr Anders Fogh Rasmussen, economy minister, never tire of asserting that the country has one of the strongest economies in Europe, and they would like to keep it that way.

By strong, they mean that there is a large current balance of payments surplus, low inflation and a moderate budget deficit.

The balance of payments surplus was DKK23bn, or 2.6 per cent of gross domestic product, in the 12 months to June. Consumer prices rose by 2.1 per cent over the 12 months to August.

The budget deficit in 1992 will be about DKK3bn, or 4.4 per cent of GDP, while the total public sector borrowing requirement, according to government estimates, will be about DKK17bn, or 1.9 per cent of GDP, this year and slightly lower in 1993.

The surplus on trade in goods and services over the 12 months to June was about DKK56bn, or 6.5 per cent of GDP. Denmark is one of the few countries to meet the so-called convergence criteria required of countries participating in the third and final stage of the EC's economic and monetary union.

Ironically, however, it is likely to make exemption from a commitment to join EMU one of the conditions for solving the problems caused by its rejection of the Maastricht treaty in the June referendum.

The external strength of the economy may be weakened by the depreciation of sterling and the lire, by the savage fiscal policy imposed by Sweden this autumn, and by the slowdown in the German economy.

Britain is especially important for exports of Danish agricultural products, notably bacon and other pig meat products.

Germany and Sweden are the country's two largest export markets.

In its August economic survey, prior to the foreign exchange turbulence, the Economy Ministry predicted a volume increase in exports of 4.3 per cent in both 1992 and 1993.

A somewhat lower growth rate in 1993 now seems probable. The economic strengths are paralleled by some economic weaknesses, especially low growth rates and high unemployment.

The annual average increase in GDP for 1987-91 was 1.1 per cent.

A bad harvest and rising interest rates forced the Economy Ministry to reduce its growth forecast for 1992 from about 1.7 per cent to 1.3 per cent, but it is hoping for a better 1993, with a forecast (in August) GDP growth rate of 2.5 per cent.

Unemployment is expected to average 10.7 per cent, or 305,000, this year. It has risen slowly but steadily from 9.3 per cent in 1989.

The combination of external strength with low growth and high unemployment has raised political demands “to spend

the current account surplus” – that is, to relax fiscal policy in order to strengthen domestic demand and bring down unemployment.

This issue will be an important one when the minority government sets out to navigate the 1993 budget through the Folketing this autumn (the final vote on the Finance Act takes place in mid-December).

The government's economics minister sees the budget deficit as a threat to the long-term stability of the economy, a point of view which has not been weakened by the currency turbulence in neighbouring countries, where large budget deficits have constituted part of the problem.

Mr Dyremose's 1993 draft budget strives to hold down expenditure, and includes cuts of DKK7.5bn just to prevent automatic increases in expenditure.

The proposed cuts include DKK3.5bn of transfer expenditure (from the government to households) and a 4,000 reduction in civil service employment.

Compared with the 1992 Finance Act estimates, central government revenue will rise in 1993 by 3.0 per cent to DKK30.5bn and expenditure by 4.3 per cent to DKK34.4bn.

The budget deficit will be rise from an estimated DKK28bn when the Finance Act was passed to DKK34bn next year but the actual deficit for 1992 is now expected to be DKK36bn, so, if the budget sum conform with reality, the deficit will fall in 1993.

It was already clear, before the Folketing assembled for the new parliamentary year on October 6, that there was majority support for a significantly looser budget than the government has proposed.

The cuts in transfer expenditure and reduction in civil service employment do not appear to have sufficient support to be carried through.

The opposition Social Democratic party (SDP) has presented a policy programme which, it claims, would create 170,000 jobs by the end of the decade.

Hilary Barnes

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## ■ THE BANKING SECTOR

## Relatively unscathed by recession

THE Danish banking and financial sectors have come through a five-year recession relatively unscathed – relative, that is, to developments in the other Nordic countries, where the governments have had to move in to support the banks.

Indeed, Danish bankers are unhappy when they hear the words “Nordic banking” these days because it lumps Denmark together with countries where the financial and banking crisis has had far more serious consequences.

The Danes have suffered one big disaster, the collapse of the Hafnia insurance group's holding company, Hafnia Holding suspended payments to creditors in August, when the falling value of strategic shareholdings in its domestic rival, Baltic, and Swedish insurer Skandia wiped out its equity capital. Hafnia's insurance companies are now up for sale.

The big bond-issuing mortgage credit institutes, which dominate mortgage financing in Denmark, are under pressure. Their structure is such that they do not run a risk of collapse, with less to creditors, but they can reach a situation in which they can no longer make new loans.

Kreditforening Danmark, one of the two big institutes (the other is Nykredit), has come so close to this point that its chief executive, Mr Ole Andresen, has called on the government to consider easing the capital-adequacy ratio requirements as they apply to the mortgage credit business.

The banks are not having an easy time either. Taken together with savings banks, they suffered a net loss of DKK9bn in 1990, and DKK400m in 1991. Loss provisions soared

from DKK6.57bn in 1989 to DKK10.40bn in 1990; and to DKK11.86 in 1991, when they were an unhealthy 4.5 per cent of loans and guarantees in the commercial banks and 4.8 per cent in the savings banks.

Loss provisions will be large again this year, perhaps just as large as in 1991. Nevertheless, the leading banks have not so far had serious problems in maintaining their capital adequacy ratios, and are able to raise subordinated loan capital without serious consequences.

The basic reason why the banks have been able to absorb considerable losses, said Mr Knud Sørensen, chairman of the Danish Bankers' Association and chief executive of Den Danske Bank, the country's largest bank, is that they were very strongly capitalised when the recession took hold.

When the new Bank of International Settlements (BIS) rules for capital adequacy were applied to the Danish banks, their average capital ratio was found to be almost 14 per cent. The banks were not faced with the problem of having to strengthen their capital ratios in the middle of a recession.

The government and the National Bank [central bank] fixed the minimum capital ratio at 10 per cent for 1990 and 1991, coming down to 9 per cent from January 1, 1992, and to 8 per cent in 1993. But the reduction in the ratio of equity capital to risk-weighted assets will be counter-balanced by a reduction in the share of subordinated loan capital which can be counted in the capital base.

The banks find that the rules are becoming a problem. “We are interested in maintaining high capital ratios, but at the same time we do not want to suffer competitively through

doubt that we can meet our capital adequacy requirements. We have an earnings problem, but not a solvency problem.”

Unibank reported a DKK1.8bn first half loss this year, following losses of DKK1.1bn in 1990 and DKK1.7bn in 1991. A slightly higher loss than last year is forecast for 1992, depending partly on how prices move in the bond and share markets.

While Denmark's largest banks, which in addition to Danske and Unibank include Birkbank and Jyske Bank, remain strongly capitalised, a run of difficult years is putting pressure on some of the medium-sized regional banks.

Analysts will not be surprised if some of these banks run into capital-adequacy problems. In the past, it has been the rule that when smaller banks run into trouble, larger banks absorb them, often paying a considerable goodwill payment to the troubled bank's shareholders for the privilege.

“If a middle-sized bank went down now,” said Mr Sørensen, “it would not be so easy for the bigger banks to go in and save it. They are too preoccupied with their own problems.”

A situation would arise in which the finance industry supervisors and the National Bank had to mount a rescue action. Depositors' funds, however, are guaranteed by the authorities.

The banks generally have worked hard to reduce their costs, chiefly by reducing staff, but what they need now is lower interest rates and a more lively economy.

“We are living in a vacuum. Nothing is happening. People can hardly even be bothered to paint their kitchens,” said Mr Sørensen.

During the high-inflation years, the assets used as collateral for loans to businesses and households rose steadily in value, and so did nominal incomes, while the value of debt was steadily reduced. In a low-inflation society, the value of assets used as collateral will not rise and neither will nominal incomes – which means that if a household or business is faced with a financial shock, it will be much more vulnerable.

For the banks, said Mr Krarup, this might mean that loss provisions would rise by a factor of three compared with former times, so that instead of averaging 0.5-0.75 per cent of loans and guarantees, as they did until the late 1980s, the average would be closer to 2 per cent.

This would require adjustments to interest-rate margins (between rates on deposits and advances), which are still based on the expectation that loss provisions will come down to the old levels, and more sensible pricing, reflecting the new conditions, he added.

Meanwhile, there is a political problem troubling the banks. The government is considering how to lower the income tax rate, which would automatically reduce the tax value of mortgage relief.

This would cause a new fall in property prices, leading to a decline in the collateral for loans, said Mr Peter Erling Nielsen, specialist in monetary policy at Copenhagen University. “The system would not be able to stand this,” he said. “We must not rock the boat just now. I am not sure that the politicians have understood this.”

Hilary Barnes

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SCANDINAVIAN BANKING PARTNERS

## DENMARK 4

## ■ FLOOD CONTROL RESEARCH

## Worldwide help for water authorities

"AEROSPACE technology is spectacular, but water is important," says Professor Michael Abbott, who has been closely associated with the Danish Hydraulic Institute (DHI) for almost 30 years.

During this time he has helped it become one of the foremost hydraulic research institutes in the world. DHI is an autonomous self-supporting research body, associated with the Danish Academy of Technical Sciences.

Since its foundation in 1964 it has been headed by Mr Torben Sørensen. It is today carrying out the world's three biggest aquatic environment research programmes:

- the mathematical model of the Venice Lagoon (Mr Søren-

sen leads an international committee designing a system to protect Venice from the sea);

- the Danish Great Belt Bridge environmental monitoring system; and

- work for the Bangladesh river system and flood control management project.

Danish pre-eminence in water science owes much to Professor Abbott, British-born professor at the International Institute for Hydraulic and Environmental Engineering at Delft, the Netherlands, and adviser to the Danish institute.

He has been responsible for developing the computer modelling systems and programmes used by the institute and by water authorities throughout the world.

Until recently, hydraulic modelling was carried out with the aid of hand-built miniature models such as a planned port area, which would be subjected to wave pressure and storms in the laboratory.

Physical models have now been largely replaced by mathematical models, reducing a typical cost from Dkr500,000 for a computer model. For large and complex environments, such as the Bangladesh river system, there is no alternative to mathematical models.

In his work, Professor Abbott has turned what began as "computational hydraulics" into a new science of hydroinformatics, the word he uses as the title of a book which he

published last year. He uses it as broad term covering the method by which various disciplines within water resource engineering can use computer data more efficiently.

"We build systems in which a large variety of people, without knowing each other, input knowledge, and enable a large number of people, also unknown to each other, to access that knowledge and make use of it," he explained.

For example, a computer model of an urban sewage management system enables staff to know exactly what is happening anywhere in the system and the effect of opening or closing a particular sluice or weir.

The DHI has a total staff of

160, of whom half have PhDs or MSc degrees. It has 18 subsidiaries or agencies around the world, a turnover of about Dkr100m, and it has always made a small profit, said Mr Sørensen.

The work of the Danish institutes is attracting a lot of attention from big companies, which after the end of the cold war are redeploying scientists into new fields, including environmental control.

By far the biggest of the DHI's projects is the water control system for Bangladesh, part of a programme initiated after the devastating floods in 1988. Altogether 26 projects are being carried out with the World Bank as main co-ordinator and many countries contri-

buting aid and expertise.

The DHI initially provided a system to establish computer-based models which can simulate the pattern of floods arising from the three great rivers, the Ganges, the Brahmaputra and the Meghna, which flow through Bangladesh.

The first programme was supplemented by setting up a permanent Surface Water Modelling Centre in Bangladesh, which collects extensive data on such items as rainfall and water levels. The information gathered is used for flood management, flood forecasting and to provide the basis for the layout and design for engineering works.

Hilary Barnes

## ■ PROFILE: LEGOLAND

## Enormously successful mixture

WE decided to obtain some proper consumer response before writing about the Legoland family park, the miniature township built from millions of Lego toy building bricks. So we took along Michaela, aged 5½, from France.

It was a magical experience for her. She was intrigued and delighted by the model villages, with ferries and cars ploughing a busy trade, and so convinced by the life-size models in Pirateland (everywhere else the models are in a scale of 1:20) that she was more than half-convinced that they were real pirates, waving encouragingly to the automated marooned pirate who calls for help from passing visitors in a doleful electronic voice.

Michaela loved every minute of the four-hour visit and even that was not long enough to sample all that Legoland has to offer. But by that time the adults were happy with the day's success, if ready to drop. We had to give the museum of dolls and dolls' houses and old mechanical toys a miss.

There was obvious satisfaction among the many other children in the park, which delights children up to the age of about 13 – and also a lot of parents.

There is something very Danish about Legoland, an enormously successful mixture of amusement park – not at all brassy and not too large (the site is about 10 hectares) – and town-in-miniature, as neat and as bright as Denmark's well-kept farms and immaculate fields.

In fact, it is not just one township: the park is dotted with models of many towns and villages, including Dutch, Danish and Norwegian, as well

as models of famous buildings, such as Brussels' ornate 18th century Town Hall, correct in every detail and all in Lego bricks.

The word Lego comes from two Danish words "leg godt", meaning "play well"; and in the Legoland park there are plenty of opportunities to play, both with the Lego bricks and construction kits and on the fair-ground amusements.

It is a most unlikely place for a leading tourist attraction – in the middle of the Jutland heathland, at Billund, far from any large population centres. This, however, is where the Lego Group has the headquarters of what has become one of the world's biggest and most successful ventures in the manufacture of toys.

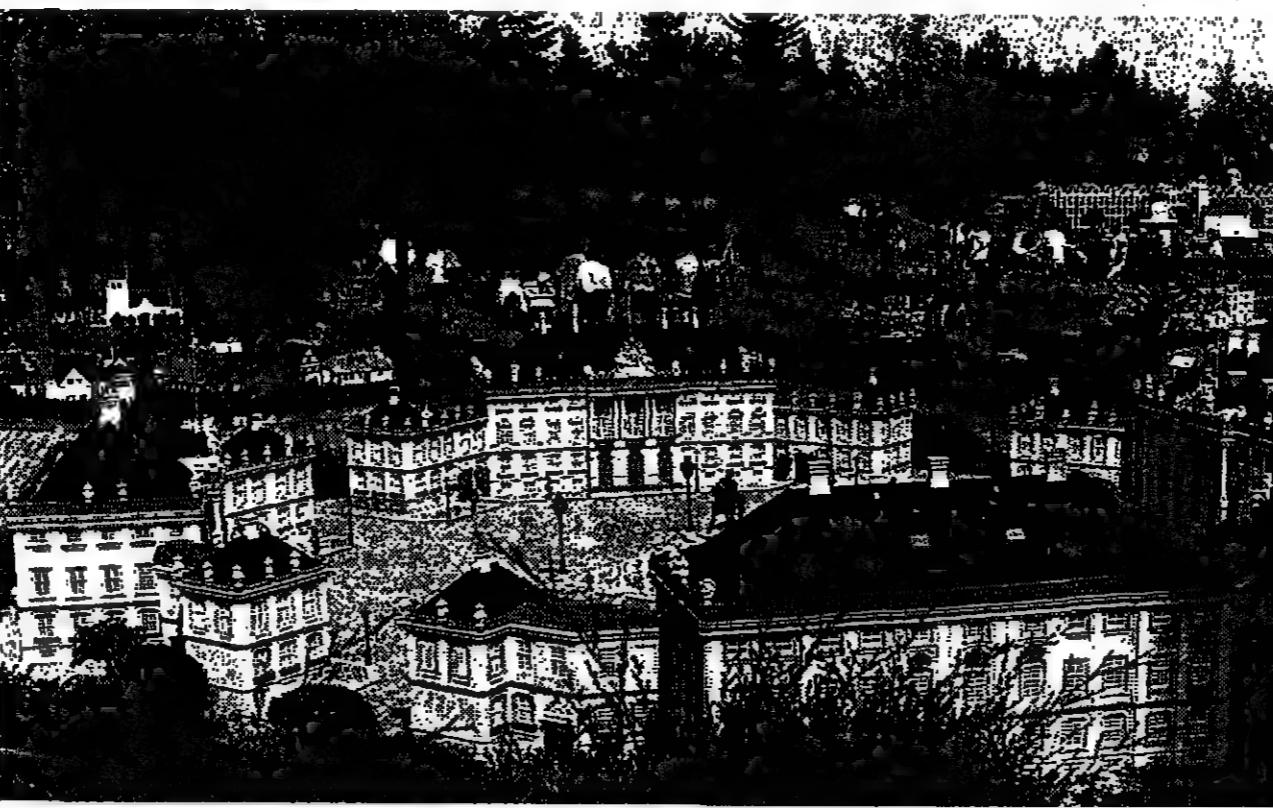
The group, a private company controlled by the Kirk Christiansen family, which founded the company in the 1930s, has about 7,500 employees, of which 4,100 are in Denmark.

Published turnover in 1991 was Dkr14.7bn, on which was made a net profit of Dkr34m. However, the published turnover applies only to companies employing 5,000 people, so total turnover is significantly larger.

Its manufacturing base is in Billund, but it also has manufacturing operations in Connecticut (US), Switzerland, Germany, Brazil and South Korea. Altogether the group has 36 companies in 21 countries.

It outgrew Denmark long ago. Ninety-eight per cent of its sales are outside Denmark and its biggest markets now are Germany, the US, Britain, France and Italy.

Lego has a lot of imitators and devotees considerable



Legoland Park: Denmark's biggest tourist attraction outside Copenhagen attracts about 1.1m visitors during a five-month season

resources to trying to prevent them from infringing Lego patents. But the Lego product has got what it takes: the group noted in its 1991 annual report that, although there have never been more imitators, their share of the market had fallen for the fourth successive year.

In spite of its remote location, Legoland attracts about 1.1m visitors during a season, which lasts for five months from May 1 to the third Sunday in September.

A DECISION to spend \$5,000 back in 1986 buying some "primitive" drawings from a US company is the point from which Denmark's Rockwool group has developed its leading position in the world of insulation.

It must have seemed something of a gamble at the time, but the decision's visionary quality is apparent from the fact that the group is now the world's leading producer of rock wool and one of the four biggest producers of mineral wool.

Rockwool is based in Hedensted, outside Copenhagen. It has 5,800 employees and last year turnover amounted to Dkr5.2bn.

The group is not only one of Denmark's biggest privately-owned companies, it is also one of the country's most international groups. Eleven of the group's 14 factories are located outside Denmark – four in Germany, three in Norway, and one each in Canada, France, Holland and the UK.

About 90 per cent of the group's production takes place abroad and 90 per cent of customers are outside Denmark.

The conscious strategy to expand abroad early on is one of the key elements in the group's success, according to Mr Tom Kahler, managing director and chief executive officer.

Rock wool production only began at the group's Danish plant in 1987 but within three years the company also had factories operating in Norway and Sweden. It set up its first factory in Germany in 1991.

The group's most important market is Germany which now accounts for about 30 per cent of turnover, compared with

## ■ PROFILE: ROCKWOOL

## World's leading producer



Managing director Tom Kahler: the emphasis on research and development is a key element in the group's success

about 10 per cent in 1990. The German subsidiary, Deutsche Rockwool, has 1,100 employees.

The group was swift to take advantage of the reunification process and had a sales force working on the ground in eastern Germany as early as July 1990. But the big move came in February 1991 when it acquired the largest mineral wool factory in the former GDR, located in Flechtingen near Magdeburg, from the Treuhand. Rockwool claims this made it the first Danish company to enter the East German market and acquire production facilities.

Rockwool is certainly not to be seen entirely as an insulating group. It also supplies netting to the fishing industry, for example, and growing media to horticulturalists.

This highlights the group's continual drive to develop new products. "Our expansion will not come from taking market share from other insulating manufacturers but from going in for more sophisticated products," says Mr Kahler.

Rockwool is certainly not alone among Danish building companies in seeing the attractions of the German market. At a time when the domestic construction market has been so depressed, as many as 500 Danish building groups have been

active in both eastern and western Germany. Last year it is reckoned that Danish building exports to Germany were worth Dkr10bn, out of total Danish exports to Germany worth Dkr15bn.

It was thanks largely to Deutsche Rockwool's contribution, where sales rose 30 per cent last year, that Rockwool was able to raise 1991 turnover by 11 per cent.

Severe competition and stagnating construction activity in many of its other markets held back the performance, and the pre-tax profit only rose slightly to Dkr24m from Dkr23m.

This year conditions have proved just as difficult. But the group has learned to survive the hard times.

In the early 1980s, for example, the combination of falling oil prices and depressed house-building activity took a big toll on profits.

The group makes great play of the fact that energy consumption and air pollution are greatly reduced by the use of its insulation products.

"One of our companies has estimated that each kilo of CO<sub>2</sub> emitted during production spares the environment a total of 550kg of CO<sub>2</sub>, because our products reduce heating needs when installed in buildings or technical plants," says a recent annual report.

However, Rockwool is anxious not to be seen entirely as an insulating group. It also supplies netting to the fishing industry, for example, and growing media to horticulturalists.

This highlights the group's continual drive to develop new products. "Our expansion will not come from taking market share from other insulating manufacturers but from going in for more sophisticated products," says Mr Kahler.

Christopher Brown-Humes

## ■ PROFILE: FOODMARK

## Spectacular growth

DESPITE the relentless decline of the Danish fishing industry in recent years, gross exports of fish products are worth Dkr15bn a year to the country. That is because the fish processing industry has managed to ensure that its fortunes are not entirely dependent on those of the Danish fishing fleet. Imports make up as much as 50 per cent of the raw fish processed.

Foodmark stands out within the sector not just by virtue of its size but because of the speed at which it has grown in the past three years. In 1989 it had just 278 employees and a net turnover of Dkr27m. Today turnover is about Dkr44m, and it employs 2,400 people.

The group has already become the leading fish processing group in Denmark and, with its Danish companies exporting 94 per cent of their production, it is also the leading Danish exporter of fish products.

Now the group has set itself a much more ambitious goal which is to become one of the leading producers of fish products in Europe. Further acquisitions are planned and are more likely to be in Europe than in the home market.

"We don't get more fish through Danish ports by buying more Danish companies," says Mr Hansen.

Nevertheless, Mr Hansen believes overcapacity means further rationalisation within the Danish fish processing industry – characterised by small, family-owned companies – is inevitable.

"The restructuring will take care of itself because the fishing industry is facing a very difficult time. It is a game of survival of the fittest," he says.

So far the strategy has certainly been successful, if judged in profit terms. The group's net profit has expanded from Dkr28.8m in 1989 to Dkr32.2m in 1990 to Dkr45.0m last year. A further positive development is expected this year.

It is not surprising therefore that the group's main shareholders seem happy to back its expansion plans, obviating the need for a stock market listing, at least in the near future.

Yet uncertainties remain, not least the impact of currency movements on a group that is so export dependent.

Christopher Brown-Humes

## BALTIC BASIN STATES

The FT proposes to publish this survey on 2 December 1992.

It will be of particular interest to the 54% of Chief Executives in Europe's largest companies.

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## "The Scandinavian Economies"

## ■ UNEMPLOYMENT

## Fresh sense of urgency

WITH 320,000 people out of work - 11 per cent of the workforce - it is not surprising that initiatives to tackle unemployment will play a key role in the economic debate in Denmark this autumn.

Indeed, there is a new sense of urgency about the problem because there is no sign of the jobless total coming down through any cyclical upturn in the economy.

Unemployment has been rising steadily over the past five years from 220,000 in 1987 and the hope was that this year would see the peak.

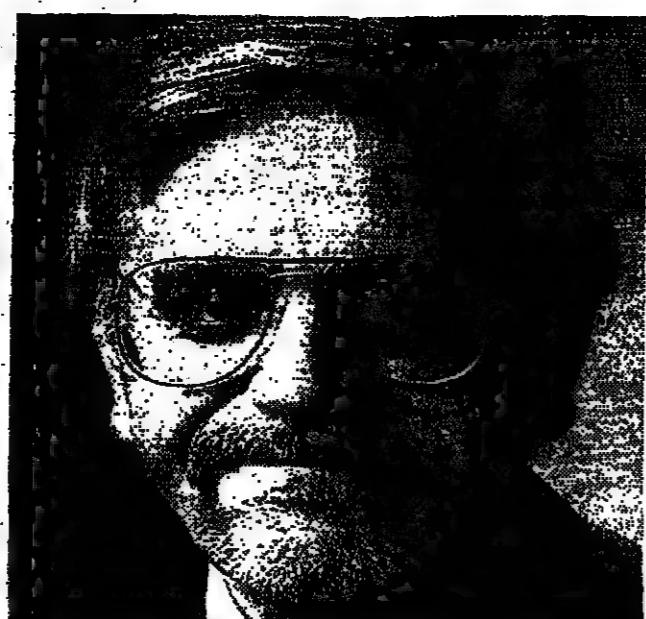
But that now looks unlikely, not least because of the recent turbulence in international financial markets and its impact on leading trading partners such as Sweden and the UK. Predictions that next year's jobless total will fall to 285,000 now look too optimistic.

Many certainly feel that the government should be doing more to get unemployment down. The country now runs a substantial current account trade surplus, so it is felt there is more room for manoeuvre than there has been in the past.

There is also an argument that the country has paid a substantial price for getting inflation down to the 2 per cent level, and that employment should now be given increased priority.

In fact, the current thrust of government policy is not so much directed at new job creation as at the reform of the unemployment benefit system and at getting better value from the Dkr40bn a year already spent on unemployment.

A special committee, the Zeuthen Committee, has



Labour minister Knud Erik Kirkegaard believes it will be possible to create an average of 25,000 new jobs a year

recently looked at ways in which the financing of the benefit system might be reformed.

At present, the state pays two thirds and employers and wage-earners the other one third.

Without presenting it as a specific proposal, Zeuthen suggests that a new system, under which the state, employers and employees each paid one third of the unemployment bill, might be better.

This is certainly something which Mr Knud Erik Kirkegaard, minister of labour, would like to see.

"I want employers and employees to have more responsibility for the unemployment system," he says.

"Then when they are bargaining over wages and work-

ing time, they know that the effect of their decisions could have a direct impact on unemployment and their payments into the system."

Neither the unions nor the employers totally reject reform of the current system, although both have made their support conditional.

The unions say it must not leave their members worse off, so there have to be cuts in income tax.

They also want reform to go hand in hand with a broader overhaul of active labour market policy.

Employers, on the other hand, insist the measures do nothing to harm their international competitiveness.

If reforming the finances of the system is one priority area,

the other is activating the unemployed, either by finding them temporary jobs or through education and training schemes.

This is because it is felt the jobless would stand a better chance of getting regular employment if they spent their time out of work actively rather than passively, and because some fear the current system does not provide enough incentive for people to find a job.

Youth unemployment, in particular, is an area for concern because 20 per cent of the under-25s are either out of work or involved in training programmes.

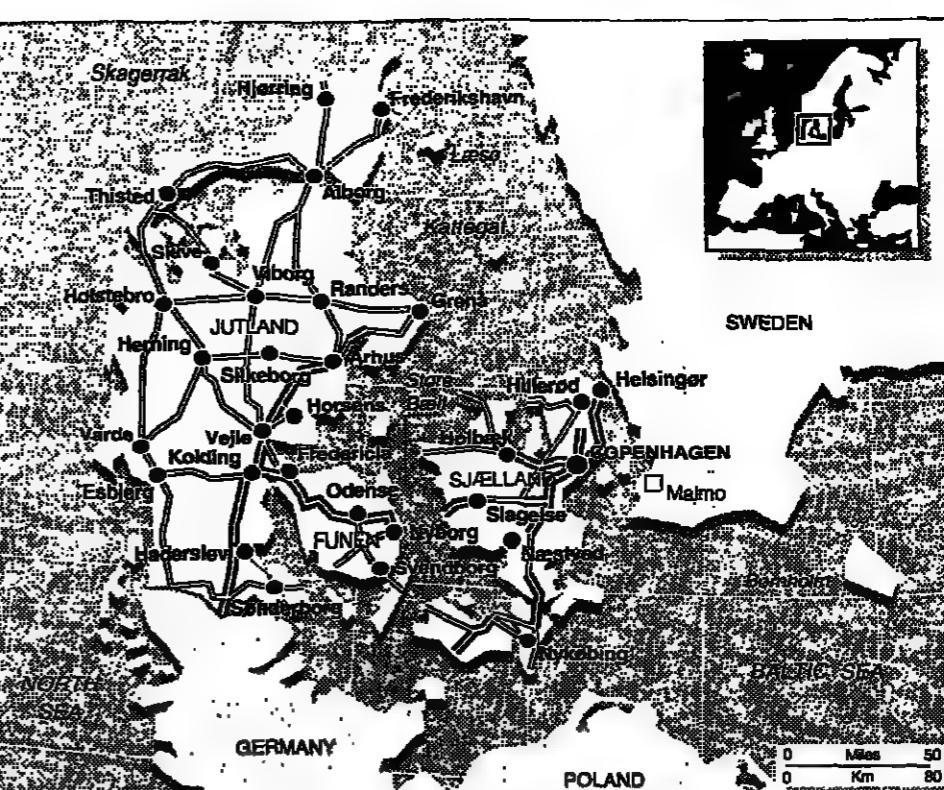
A recent report from the Social Commission, which looks specifically at the question of youth unemployment, proposes cuts in some benefit levels, to provide more incentive for young people to take up training or temporary jobs.

At the same time, it says more trainee jobs and places within the educational system need to be provided.

The government has already set up a number of pilot schemes to promote practical training and employment in the private sector, hoping to win broad-based political support for more permanent measures to be introduced next year.

It is also planning specific investments in infrastructure which will be outlined in its 1993 budget. But it is not clear how much impact these measures will have on the overall unemployment total.

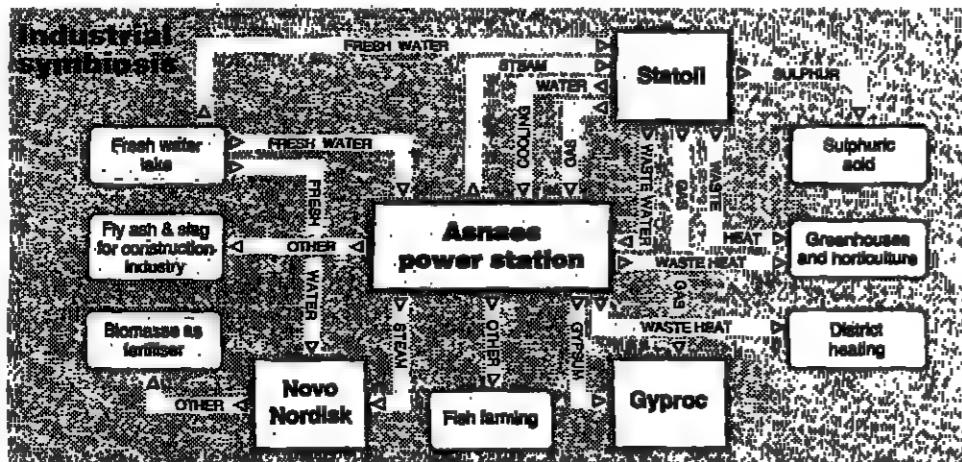
Mr Kirkegaard is reluctant to commit himself to specific job reduction targets, saying that too many forecasts have



Christopher Brown-Humes



Buskers in Copenhagen: Some observers fear the current system does not provide enough incentive for people to find a job



## ■ INDUSTRIAL SYMBIOSIS

## Fertile project exploits recycled wastes

A few years ago, the local authorities were on the brink of stopping industrial expansion at the small harbour town of Kalundborg on the west coast of Sjaelland.

Environmental officers topped up the pollution from the four plants on which the town relies and concluded that it was as much as the local environment could stand.

This was bad news for the town, as well as for the plants

- an oil refinery operated by Statoil, the Norwegian state oil company, the 1.5MW Asnaes coal-fired power plant, the fermentation plants used by Novo Nordisk in the production of insulin and enzymes, and Gyproc, a Swedish-owned producer of plasterboard for the building industry.

The plant managers, however, found an error in the West Sjaelland county's arithmetic. Totalising the waste from each plant gave the wrong result because a considerable proportion of the waste from each plant was re-used by the other plants.

From this beginning, what might have turned into an acrimonious battle between the county and the industrialists has turned into a fertile project to exploit the potential for recycling wastes from each of the four plants - a process which they call industrial symbiosis.

The more the plants consider the problem, the more ways they find for re-using each other's waste products, which come in the form of water, steam, gas, gypsum, and sulphur.

"Finding new projects has become a sport for us all," said Mr Valdemar Christensen, station superintendent of the Asnaes power facility.

For the companies, and for the town of Kalundborg, the bottom line is that the industrial operations are expanding fast and relations between the local community and its industries has improved dramatically.

The Statoil refinery is in the middle of a Dkr2.2bn investment to increase capacity by 50

per cent to 4.8m tonnes of refinery products a year. Novo Nordisk and Gyproc are also increasing production capacity substantially in Kalundborg.

The project in which the plants are engaged is not being carried out as a philanthropic contribution to local development. "In the end it is strictly commercial, and there are knife-edge price negotiations between us," said Statoil manager, Mr Mogens Granhoj.

Asnaes sells hot water to the town for district heating, steam to Statoil and Novo Nordisk, warm water to its own fish farm, where sea trout and turbot are produced, gypsum from de-sulphurisation of smokestack emissions to Gyproc and sulphur to fertiliser producer Kemira for sulphuric acid production.

Statoil sends cooling water and waste water to Asnaes, which uses some of it for keeping down coal dust, recycling some of the water back to Statoil in the form of steam.

Gas, usually flared off by oil refineries, is sent by Statoil to Asnaes and Gyproc as part-replacement for oil and coal.

Novo Nordisk produces large quantities of biomass in the fermentation process used in production of enzymes and insulin. This is used as fertiliser by local farms.

Industrial symbiosis in Kalundborg gives a saving in use of resources of 30,000 tonnes of coal, 19,000 tonnes of oil, 1.4m tonnes of water and 80,000 tonnes of gypsum, the plants calculate.

The reduction in pollution through waste products is 200,000 tonnes of carbon dioxide and 1,000 tonnes of sulphur dioxide, 135,000 tonnes of fly ash, 60,000 tonnes of gypsum, 0.9m tonnes of water and 2,900 tonnes of sulphur.

The potential for reducing pollution and saving resources is by no means exhausted. The plants are developing new ideas all the time.

One of them, said Mr Christensen, is a heat conversion project to produce cold water - "district cooling" - but there is no large plant in the

plants calculate.

Hilary Barnes

"COSI ... COSI!!  
Sounds foreign to me?"

"Quite! Very good observation,  
COSI is Danish"

"Denmark, eh ... Carlsberg Beer,  
football players and all that ... what  
do they know about trading  
international securities?"

Some people still raise an eyebrow when Denmark and international trading in securities are mentioned in the same breath. But the fact is, many of the trades in Denmark are for investors in other countries.

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## DENMARK 6

## ■ PROFILE: NOVO NORDISK

## Wide range of products

"NOVO NORDISK is a strange company. It just doesn't fit into any categories," says Mr Kurt Anker Nielsen, its chief financial officer. "Its products range from insulin to enzymes for household detergents. Basically we're a fine chemicals company, linked together by microbiology which we apply in different areas."

The group's strength is based on insulin, the essential treatment for diabetes. It generated about Dkr5bn of the group's total turnover of Dkr6.8bn last year.

The number of patients diagnosed each year with type one diabetes - the type automatically requiring insulin - is growing at only between 2 per cent and 3 per cent, says Mr Nielsen. However the overall market is growing at about 4 per cent in the western world, including Japan, because doctors are increasingly prescribing some insulin for type two diabetes which has traditionally been controlled through exercise and diet.

Further growth is being added by the increased use of medicine by newly industrialised nations.

The division created the Novopen, an insulin injector that can be carried around in the pocket like a pen. Since its launch four years ago, about 10 per cent of the world's insulin is sold in cartridges for such pens. Novo Nordisk controls 80 per cent of the cartridge market and is planning further developments in delivery systems such as a nasal device.

Diabetes care represents about 75 per cent of the health-care division's Dkr3.3bn turnover.

The company has focused its research in three additional therapeutic areas. These are human growth hormones, hormone replacement therapy (HRT) and central nervous system diseases.

Norditropin, the division's human growth hormone, has been highly successful, increasing its sales last year by 74 per cent to Dkr860m, says Mr Niel-

sen. The company hopes to add further indications for the drug, such as chronic renal failure, fertility and wound healing.

Novo Nordisk's hormone replacement therapies are also growing rapidly - last year sales increased 52 per cent to about Dkr400m. Mr Nielsen attributes the growth to the additional marketing muscle generated by the merger of Novo and Nordisk Gentofte which created Novo Nordisk in 1989.

Much of the company's attention is focused on its central nervous system (CNS) products. It is looking at selected areas, primarily stroke, schizophrenia and epilepsy.

Novo Nordisk realises its limitations as a medium-sized pharmaceuticals company, says Mr Nielsen. It has signed co-development deals with SmithKline Beecham, the Anglo-American group, Schering of Germany and Abbott of the US.

Novo Nordisk's enzyme application pilot plant in Bagværd, Copenhagen. The group's strength is based on insulin

1991. They have now stabilised, with eight to 10 development projects with partners, the group has far more chance of bringing remunerative drugs to market.

The company has set up research and development facilities in the US and Japan. Such developments appear far removed from the biobusiness group, which with its detergents and plant protection businesses generate sales of Dkr2.6bn - about a third of Novo Nordisk's turnover.

Novo Nordisk dominates the industrial enzymes market with about 55 per cent of the world market. The sector has grown rapidly over the past four years at a rate of about 18 per cent by volume, says Mr Nielsen. But intense competition from Gist-Brocades of the Netherlands, Genencor of the US and Solvay of Belgium has been undermining prices.

The leading sector is enzymes for detergents where prices had been falling by about 3 per cent a year until



Novo Nordisk's enzyme application pilot plant in Bagværd, Copenhagen. The group's strength is based on insulin

fruit and vegetables rather than cereal crops. Presently the business has sales of about Dkr1.5m a year.

Novo Nordisk's stated aim is to achieve earnings growth of 15 per cent a year. Mr Nielsen believes the group has the right portfolio of products to achieve its target, although he admits the company can be driven off course by external events.

One such event that has created problems is the recent turbulence in the currency markets. More than 80 per cent of sales are not in Danish Kroner. Last month the group warned that currency instability would have a considerable negative impact on its third-quarter earnings.

Mr Nielsen is confident, however, that the move is the right one. The company aims to develop bio-pesticides - products based on bacteria which are toxic to pests but harmless to everything else. He believes bio-pesticides are capable of revitalising the agrochemicals market.

The company is also targeting high value crops such as

Paul Abrahams

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## ■ PROFILE: COPENHAGEN AIRPORTS

## New-found freedom

THE working files of Mr Niels Bømerup, chief executive of Copenhagen Airports, are in boxes scattered across his office. Outside in the corridor is the sound of workmen hammering.

Mr Bømerup says that the chaos is a good sign. The group's headquarters are being renovated, an indication of his company's new-found freedom to invest as it pleases.

Copenhagen Airports, the state-owned group that runs Kastrup and Roskilde airports, has only been a public limited company since October 1990.

"Before then we were a state body, covered by all of the restrictions of a state body," says Mr Bømerup. He explains that the authority's expenditure was put into one account while it drew income from another.

If the airports made money, it still had to ask a treasury sub-committee of parliament to spend it.

The transformation into a public limited company has led to big changes, he says. "We can't ask the state for money any more. We have to earn it. The group has used the new opportunities to tighten its grip on the budget and rein in expenditure."

The number of employees has been cut by about 4 per cent. The company has stopped using outside electricians to repair the airports' monitor screens, employing instead internal staff who had to be on site anyway, for emergencies.

The group's financial performance remains steady, if not glowing. It made Dkr168m on a turnover of about Dkr1.2bn during its first 15 months to December 31 1991.

Mr Bømerup expects the profits for the 12 months of 1992 to be greater than last year's 15

months figure, or turnover of about Dkr1.6bn.

The group, given its modest profits, faces some formidable capital investment in the near future. Kastrup airport is set for rapid growth, the company believes. At present, it has capacity for 15m passengers and handles about 12m a year.

A recent study for the company reckons the airport will be used annually by 18m passengers by the end of the decade. Scandinavian Airlines System, the main airline at Copenhagen, estimates it could

reach 20m by then.

The airport has already embarked on a new Dkr500m concourse at pier A, but will need more terminal capacity to meet projected demand.

There are two plans on offer, one from SAS, the other from Copenhagen Airports. SAS

wants to create a terminal specifically designed for SAS that will give the airport and airline significant competitive advantages as a European centre.

It plans a Dkr5.5bn terminal with a capacity of between 15m and 20m passengers a year.

SAS wants the first stage of its terminal to be completed by July 1997, the same date that the railway opens. The only problem is who pays?

seven minutes is also planned.

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SKr500m on turnover of Dkr1.6bn.

Neither SAS nor Copenhagen Airports wants to pay for the project.

Mr Bømerup is proposing an alternative terminal for use by all airlines. This terminal, which he describes as modern but more conventional than SAS's plans, would add about 7m passengers a year to existing capacity and would cost about Dkr1.6bn. He says if the SAS terminal is not started during the next year, he will go ahead with the alternative plan.

The problem facing Mr Bømerup is that an investment of Dkr5.5bn would almost certainly cast a shadow over Copenhagen Airports' future; the group is due to be partly privatised.

The Danish parliament passed legislation earlier this year to sell 25 per cent of the company on the Danish stock exchange. Mr Bømerup says the flotation is unlikely to take place for 18 months, when the company would be able to report three years' results - a requirement of the Danish stock exchange.

"This is a major political challenge," says Mr Bømerup.

"Although the airport cannot carry such a large project on its balance sheet, there are lots of financial instruments available.

In the very near future we will open negotiations with Mr Bømerup on possible financial structures on how to implement this project. We will be looking for institutions, such as pension funds, in either Sweden or Denmark, which are prepared to look at a project with a perspective of 20 to 30 years. I have no doubt the terminal will be built."

Paul Abrahams

## ■ PROFILE: FLS

## Rapidly expanding group

FLS, Denmark's largest industrial conglomerate, is something of a mystery. With more than 20,000 employees and an annual turnover of Dkr12.6bn, the group is market leader in some of its sectors, yet remains largely unknown in the wider world.

Part of the reason for its obscurity is the unusual range of industrial areas in which FLS operates. For example, the group's largest activity is cement manufacturing equipment, a sector in which it is world leader, enjoying between 50 to 60 per cent of the market.

Most of its remaining operations emanate from this core business. Environmental services, building materials, packaging, and services such as freight forwarding and finance all derive from the cement equipment business.

The group has been expanding rapidly. Since 1987, FLS sales have more than doubled, assisted by a massive annual investment programme of Dkr1.5bn spent on capital projects and acquisitions.

Recently, however, FLS has made a strategic move away from its core area, diversifying into the aerospace sector and the US well, by concentrating on south-east Asia and south and central America.

The diversification follows a restructuring of the group, boosting efficiency and generating the necessary cash-flow to move into the new area.

Mr Birger Rørsager, president and chief executive, explains: "FLS in the early 1980s was a large group with a parent company that just wasn't on its toes. It was incapable of working out where it was making and losing money."

In 1987 headquarters staff

was cut to only 40 people. Top management was overhauled and reduced from 25 to only 10. Many of these were new appointees from outside the company or further down the organisation. Operating companies were given far greater freedom to make their own decisions.

At the same time, the cement equipment business was reorganised into seven divisions, moving responsibility down the organisation, says Mr Rørsager. This freedom helped the group internationalise, particularly into south-east Asia, which is now one of the few markets still growing. The cement equipment operations were given a further boost in 1990 when it acquired Fuller, one of its main competitors in the US.

The cement equipment business is the most important and now most profitable part of the group, claims Mr Rørsager, making about 45 per cent of group profits.

The business has made a significant profit in the last few years, despite the recession in Europe and the US well, by concentrating on south-east Asia and south and central America.

Meanwhile, some of the operations emanating from cement continue to perform well. Miljo, for example, the environmental protection business, is enjoying exceptional growth, says Mr Rørsager. The company develops, designs and markets complete flue gas cleaning systems for the power, incineration, cement and paper and pulp industries.

Mr Rørsager admits that many of the group's businesses are mature, with little prospect of big growth. This was recognised in 1987, when the FLS had recovered from a loss of Dkr30m four years earlier, but was still only generating profits of Dkr73m.

This lack of growth explains why FLS decided to move into the aerospace sector. From virtually nothing in 1988, the company has become the largest independent third-party aircraft maintenance contractor.

"We had a small ground support equipment company in the UK, and Lovaux, a British group, approached us to buy the business.

"We decided to buy Lovaux for Dkr150m instead," says Mr Rørsager.

He says the industry was growing extremely rapidly, but was not structured at all, consisting mainly of small and medium-sized businesses.

Large airlines needed to go to

business, Dan Transport, is also doing well, although Mr Rørsager admits its success is strange given the bad state of the freight market. Sales increased from Dkr1.2bn in 1990 to Dkr1.6bn last year.

Mr Rørsager says the subsidiary is highly profitable.

Some FLS businesses are suffering from the recession, however. The depressed state of the building market in Denmark has hit its building materials business.

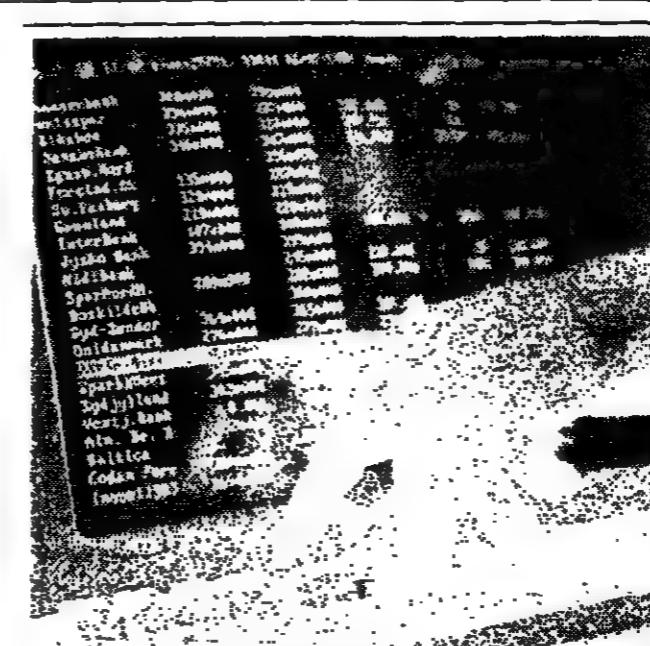
Similarly, the demand for FLS's polyethylene packaging has been hit. The company is the fourth-largest European manufacturer of polyethylene sacks. Demand has collapsed in Europe by as much as 40 per cent.

Mr Rørsager admits that many of the group's businesses are mature, with little prospect of big growth. This was recognised in 1987, when the FLS had recovered from a loss of Dkr30m four years earlier, but was still only generating profits of Dkr73m.

The businesses have been reorganised into an engineering outfit based in Stansed, an aerospace support operation at Gatwick supplying components to FLS Aerospace Lovaux whose activities range from design and production of light aircraft, to manufacture of ground support equipment and military aircraft maintenance.

United Airlines and Continental of the US have both recently signed contracts with the division. Dan Air has also extended its three-year contract for a total of six years.

Paul Abrahams



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## AUSTRIA

Thursday October 8 1992

## SECTION IV

The start of EC entry negotiations and the challenges posed by changes in eastern Europe make this a milestone year for Austria. Prosperity and stability continue, but there are signs of economic slowdown. Ian Rodger reports

## A certain confidence

CONFIDENCE may be in rather short supply in most of Europe these days, but Austria is full of it.

The country's economy remains relatively robust, its renewed ties with eastern Europe are proving more profitable than expected, its handling of the crisis next door in the Balkans has been sensitive and its ailing political structure looks set for an overhaul.

"Growth has been slowing down," says Mrs Maria Schaumayer, president of the Austrian National Bank. "But I do not see even a soft landing. I think we can steer safely away from the peaks and troughs."

The country certainly steered clear of last month's turmoil in European currency markets, thanks mainly to its policy of pegging the schilling to the D-mark. And it appears that the economy will grow at 2.5 per cent this year, and about 3 per cent next year, after 3 per cent last year.

Perhaps the one significant obstacle is the turmoil over the future of the European Community. Austria, which applied to join the EC three years ago, was hoping that formal negotiations on this would start early next year. In the wake of the débâcle over the Maastricht treaty and the breakdown of the European monetary system, it is no longer clear when negotiations can begin or where they will go.

A long-needed political renewal was signalled in June with the unexpected election of Mr Thomas Krestil, a former diplomat, as the country's new president.

The election itself was a welcome milestone, at last bringing to an end the sorry term of Mr Kurt Waldheim, the former United Nations secretary general. Questions about Mr Waldheim's war record made it impossible for him to carry out his largely ceremonial role, and paralysis in the political system made it impossible to get rid of him.

But the fact that Mr Krestil, a little-known figure with no political experience, was elected confirmed other indications of significant changes in Austria's political behaviour.

In the first ballot in April, Mr Krestil was placed a surprisingly strong second among four candidates. He then romped home in the run-off against the Democratic Socialist favourite, Mr Rudolf Streicher, the former transport minister, selected by Mr Franz Vranitzky, the Chancellor.

Austria's political scene in the post-war period has been characterised by a self-serving sharing of power between the conservative Austrian People's Party (OVP) and the Democratic Socialist party (SPO).

Voter loyalty was assured by a sharing of patronage, extending throughout the public ser-



The parliament buildings in Vienna, Austria's capital

vices – it was supposed to be the socialists' turn this year to pick the president – and the huge nationalised industries.

Now, even though the patronage system lives on, voters apparently no longer feel bound by it. "Austrian voters have become more flexible," says Mr Jörg Haider, the controversial leader of the Austrian Freedom Party (FPO).

"From now on, any result is possible in an election."

Mr Haider, a self-professed populist who has achieved notoriety both at home and abroad for expressing right wing views, has recognised that the hypocrisy of the so-called black-red coalition is a popular theme with voters, and he jumps on every opportunity to attack it.

This year, his main target has been the central bank, long a highly paid retreat for worthies from both main parties. The SPO benefits additionally by owning 5 per cent of the bank's shares.

Mrs Schaumayer, whose own salary of more than ASch 30 a year (even after a voluntary 30

per cent cut) has figured prominently in Mr Haider's attacks, grits her teeth at the mention of his name. "Salary levels are high, and they should be better in line with the banking business," she admits, but she says that reforms had begun before Mr Haider began shouting.

Whatever the rights and wrongs of the matter, Mr Haider has gained grudging approval, even from those who would never think of voting for him, for bringing attention to this and other examples of privilege. Many people think he will be the one actually to break the red-black mould. His own view is that he could become chancellor after the 1992 election.

Mr Haider has also drawn attention to himself for apparently changing his view on Austria's entry into the European Community. From having been an unconditional supporter of entry, he suddenly announced in late August that it was a bad idea. Cornered on this apparent flip-flop, he said he was still in favour but would impose some conditions.

Pressed further, he said the problems were on the Austrian side, not the EC side.

Critics saw it as a typical attempt by the Freedom Party leader to capitalise on a current trend – in this case, towards increasing doubt about the EC among Austrian voters, and opponents have used this to claim that Mr Haider is an unreliable opportunist. Mr Vranitzky says Mr Haider is becoming "more and more unpredictable," and suggests that he may even be losing his hold over his party.

The EC has lost credibility in Austria in the past year as a result of its dithering over the crisis in the former Yugoslavia. According to one recent poll, little more than a third of Austrians saw the EC as a good thing. Austrian leaders, on the other hand, believe that the Yugoslav crisis has shown clearly the need for more integration of European foreign policy along the lines proposed in the Maastricht treaty.

Austrians are quietly proud of their own handling of the Yugoslav crisis, having taken

## KEY FACTS

Area ..... 83,859 sq km  
Population ..... 7.78 million  
Head of State ..... President Thomas Krestil

## ECONOMY

	1990	1991
Total GDP (\$bn)	157.6	164.2
Real GDP growth (%)	4.6	3.0
Components of GDP (%)	55.3	55.0
Priv. consumption	25.6	26.1
Total investment	17.9	18.0
Government consumption	41.0	41.0
Exports	39.9	40.1
Imports	3.4	14.2
Reserves minus gold (\$bn, Dec.)	9.4	10.3
Narrow money growth (%)	5.2	7.5
Govt bond yield (% pa, avg.)	8.7	8.6
FT-A share price index	4.4	14.2
Main trading partners (%)	Exports	Imports
EC	65.8	68.8
Germany	39.2	44.2
Italy	9.5	8.8
Switzerland	6.4	4.3
France	4.4	4.3
UK	3.6	2.7

Notes: (1) Percentage change over previous year end.

(2) Percentage share by value in 1991.

Sources: IMF, Datastream, EIU.

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Austrian businessmen can move in the countries of the former Austro-Hungarian empire.

Still, the economy is slowing down, and with a general election now less than two years away, some of the more politically sensitive items on the government's agenda may fall by the wayside.

Some reform of the country's capital markets is on the way, notably to clamp down on insider trading and perhaps to encourage more companies to come to the stock market.

But the government's ambitious privatisation programme is in trouble, partly because of the depressed state of the stock market, but also because of huge losses at Austrian industries, the main candidate for privatisation.

It all points to a rather choppy period in Austrian public life in the run-up to the next national elections in 1994 but, as Mrs Schaumayer might say, the country will undoubtedly continue to avoid any really dangerous rocks or trees.

in far more refugees per capita than any other western European country. To date there has been no sign of the severe social strains that appeared in Germany in recent months. About three-quarters of the refugees are staying in private homes, so there is no private concentration of them.

Austrian diplomats despair of any early settlement of the conflict, although they feel the UN is on the right path following the London conference last month. They are now spending considerable effort trying to discourage hotheads in other neighbouring eastern Euro-

pean countries from resorting to force. Mr Ernst Schariba, head of the political section in the foreign ministry, says: "We point out to them that if they want to join the Council of Europe, then certain standards on minority rights have to be observed."

Austria's rapidly growing trade with eastern Europe

remains one of the brightest spots in its remarkably resilient economy. This trade now

accounts for 11 per cent of gross domestic product compared with only 8 per cent before Comecon collapsed, and reflects the ease with which

## EXTRAORDINARY GROWTH

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## IN VIENNA

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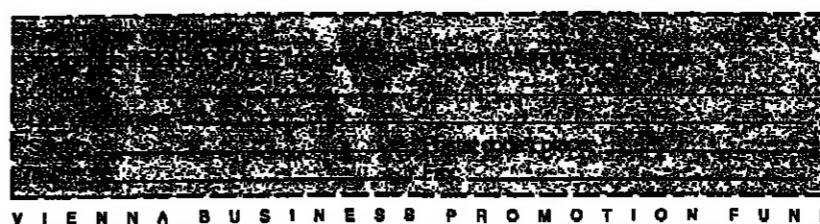
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## AUSTRIA 2

Nicholas Denton reviews the economic outlook

VIENNA'S economic policymakers, like the well-ordered and bourgeois city they live in, attract one description above all others: smug.

Fluent and confident when reciting Austria's catalogue of economic achievement, they have to stop and think hard to come up with any flaws.

There is good cause, however, to be satisfied. Austria has remained a charmed island of prosperity and stability.

At no time was that clearer than when the European exchange-rate mechanism splintered – and the Austrian schilling actually rose against the German D-mark to which it has been tied for 20 years.

The confidence of the foreign exchanges is firmly grounded in economic fundamentals. Austria's combination of economic indicators is arguably the most favourable in the developed world, winning much praise from the Organisation for Economic Cooperation and Development in its latest annual report on the Austrian economy.

After growth which, over the last three years, has outstripped that of every other OECD member, the economy looks likely to dodge recession altogether. The Austrian Institute of Economic Research (Wifo) has predicted that gross domestic product (GDP) will expand by 2.2 per cent this year and 3.0 per cent in 1993. An expected downward revision in this forecast will still see growth most

## Exports prove resilient

west European countries would envy.

Growth seems well clear of constraints. Although consumer price inflation has risen one percentage point to the 4 per cent level since the end of last year, the rate appears to have peaked. And, despite the fact that Austria is growing faster than its trading partners, the current account remains in rough balance.

The budget balance remains under control too, steered by unexpectedly robust tax revenues. The government forecasts a deficit of 3.0 per cent of GDP this year, falling gradually to 2.5 per cent in 1994.

That represents a slippage on earlier plans, earning some rare criticism from the OECD. But the Austrian National Bank stresses that Austria is meeting the European convergence criteria – there are few countries which can boast that.

However, it has to be said that there is increasing support for the view that Austria's economic existence cannot remain charmed forever.

"For the first time my feeling is that it cannot go on," says Mr Johann Fernleiter, deputy secretary general of the Federal Economic Chamber.

the employers' organisation which is calling for a zero pay round this year.

But the mood remains sanguine. "If there is a soft landing it will be very soft," says Mrs Maria Schaumayer, the president of the Austrian National Bank. Even that judgement might be on the pessimistic side. Austria's chief central banker goes on to assert that the economy will altogether avoid collision with the ground.

So what gives Austria's economy its buoyancy?

On the side of domestic demand, consumer spending and construction investment have given lift. Retail trade, held up by gently rising real incomes and a fall in the household savings rate, grew 3.25 per cent in the first half. Meanwhile the building industry, enjoying a record boom and still working on a backlog of orders, is set to grow by 6.5 per cent this year.

But the key to sustained growth has been the resilience of Austria's export growth, albeit at a reduced rate, in the face of global slowdown.

First came expansion and infrastructure spending after reunification in Germany, Austria's largest trading partner. Austria rode Germany piggy-

back, increasing exports without having to fund reconstruction of the east.

Now, as Germany fades, succour is coming from an unexpected source – eastern Europe. Deliveries to Czechoslovakia, Hungary and Poland exploded to 24 per cent in the year to the first half, helping total exports to grow 5 per cent.

With an economic formula as winning as Austria's, it is a wonder that anyone should want to tinker. Indeed, Austrian policymakers are very cautious about structural change.

But the outside world is forcing a faster pace.

Austria's desire to join the European Community dictates that the government removes much of the protection behind which many industries have sheltered. Above all, Austria's system of agricultural subsidies – so overblown that it attracted a special critical mention in the OECD report – must be reworked.

"Convergence gives us a push to liberalise – and do it more rapidly," says Mr Peter Henseler of the finance ministry's European integration department. "It is like a fresh wind which blows into old rooms."

Another impetus for reform is coming from the encroaching globalisation of capital markets. Domestic investors are diversifying into foreign currency holdings but at the same time foreign investors have lost interest in Austrian sluggish markets.

The resultant outflow of long-term capital is unbalancing the market and putting upward pressure on interest rates, according to Mr Johann Mauer, economic analyst at Creditanstalt Bankverein.

That leads a growing number of policymakers and observers to argue for reform to increase the supply of stocks and attract foreign investors back to the market. One change which is being actively considered is to change wealth taxation so that it does not penalise the owners of private companies when they go public.

Looking further ahead, it is perhaps the opening up of eastern Europe which will have the most violent impact on the economy.

To date Austria has clearly benefited from growing trade with its eastern neighbours. Exports have risen faster than imports, and estimates of the number of jobs which will be lost in the foreseeable future as a result of eastern competition range from a negligible 20,000 to a manageable 100,000.

But already the food, cement, agricultural machinery, textiles and leather industries are suffering from cheap eastern imports. And the challenge is just beginning.

### Structural problems bedevil the market

## Equity is in short supply

"AUSTRIA – a time to be buying," cried the headline of a bullish study on the Austrian stock market published at the end of August by US investment bank Morgan Stanley.

Coming after two years of sharp declines in volumes and prices, this was something that market participants wanted to hear. The report flashed through Vienna's depressed financial community at facsimile machine speed.

More important, the leaders of the financial community have finally got together to address the not inconsiderable structural problems that bedevil the market. Now that Vienna has a chance of becoming a serious regional financial centre in a rejuvenated central Europe, there is a greater sense of urgency about addressing these problems.

A few days ago a high-powered committee chaired by the finance minister met for the first time with a mandate to put things right. The main problem is an inadequate supply of equity. Trading volume in the 10 leading shares in the first half of 1992 amounted to

only ASch47.1bn. The market is open for only three hours a day and only 18 shares are continuously quoted.

Supply is hindered by the fact that many of the largest companies in Austria are state owned. The bourse would like to see the process of privatisation, which has seen half a dozen companies come to market in recent years, speeded up.

The government is also looking seriously at a change in the tax system that would encourage owners of companies to come to the market. At the moment, wealth tax is a deterrent to them, because it is paid on market value of quoted companies but only an assessed value on private companies. This change is on the agenda for the next important tax overhaul, scheduled for the end of next year.

There are also problems on the demand side. General insurance companies are allowed to invest only 5 per cent of their liability funds in equities. And, because the government provides very generous pensions to all citizens, there are very few private pension funds in the country.

Individuals have little experience of investing in equities, preferring to stuff their savings into anonymous savings accounts which are taxed at only 10 per cent. The government intends to raise the tax to about 20 per cent next year, which could make equities look more attractive.

The bourse has become infamous lately for insider scandals. Within the past year there have been two cases of substantial trades taking place in advance of a company announcing a serious deterioration of its profits.

At the moment, insider trading is not a criminal offence. The bourse has no effective means of enforcing its regulations on members. The government intends to amend the bourse law later this year to make insider trading a criminal offence, but both bankers and government officials are sceptical about eliminating insider action so long as the number of participants in the market is so small.

Ian Rodger

IT HAS been a dreadful year for Austrian banks so far, with little prospect of any relief in the second half.

But the one benefit is that the on again-off again process of reducing the ridiculous levels of overcapacity in the industry seems to be picking up. For the record, there are 1,165 banks in Austria today, down by 144 in the past decade.

Profits of all the leading banks were well down in the first half, as high interest rates squeezed already wafer thin spreads between borrowing and lending. The stock market remained in the doldrums.

Partial operating profit (pre-tax profit, excluding exceptional items) of Bank Austria, the bank formed by the merger a year ago of Zentralsparkasse and Österreichische Länderbank, tumbled 15.7 per cent to ASch816m. Creditanstalt, the number two bank, which did not have exceptional merger expenses to deal with, saw its partial operating profits drop 9.5 per cent to ASch455m.

Giro's main traditional business has been investing funds that savings banks must by law deposit with it. But the savings banks are gradually being freed to invest where they like, and realise they can get better returns in the open market than with Giro.

The earnings squeeze on the banks appears finally to have forced them to abandon the frantic battle for market share that has characterised the sector in recent years. Bank Austria, exercising its new role as market leader, raised its lending rates after the German Bundesbank hikes in July, and others duly followed. Customer charges have been increased.

All the banks talk about cutting costs, and Bank Austria executives are pretty well decided to cut about 60 branches out of their merged 380 total over the next couple of years. It is probably significant that the merger that created Bank Austria has concentrated market shares.

Also, the banks are increasingly worried about foreign competition. German banks in particular have become more active in the Austrian securities market, bankers say.

Medium term, the anticipated raising of withholding tax on savings accounts and the outlawing of anonymous accounts could cause a significant outflow of funds from the banks. Austria now has one of the highest savings rates in the world, nearly 14 per cent of net disposable income.

As for further restructuring in the banking industry, Giro is the subject of most speculation these days. Because its natural franchise is fading, Giro has been trying to build up its own network of branches.

The snag is that the two largest shareholders in Giro are Bank Austria and Erste Österreichische Spar-Casse-Bank. With their own savings bank networks, they appear to have joined forces to try to prevent Giro from becoming more powerful.

Negotiations on a merger between Erste and Giro came nought last year, but they could be revived in the future. Or Giro could be gobbled up eventually by Bank Austria.

There was speculation in Vienna last month that Bayerischen Landesbank, the large Bavarian savings bank, would take a 10 per cent stake.

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### Banks worry over foreign competition

## Earnings squeezed

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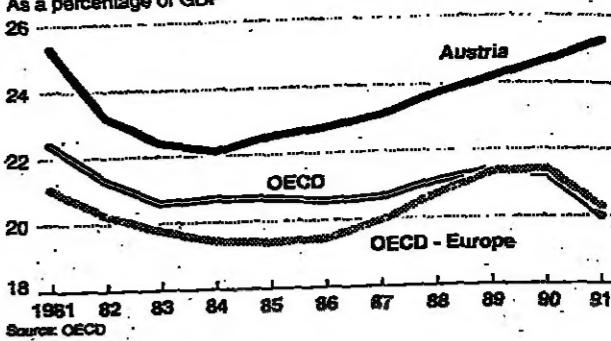
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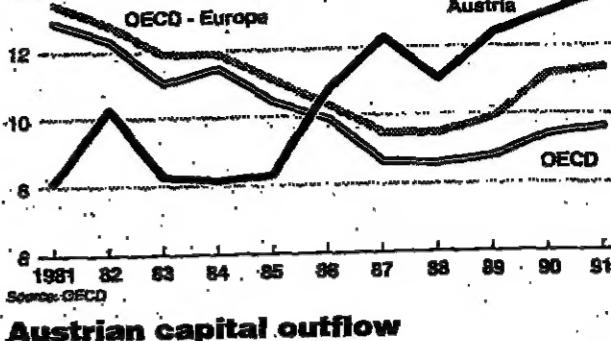
### Gross fixed capital formation

As a percentage of GDP



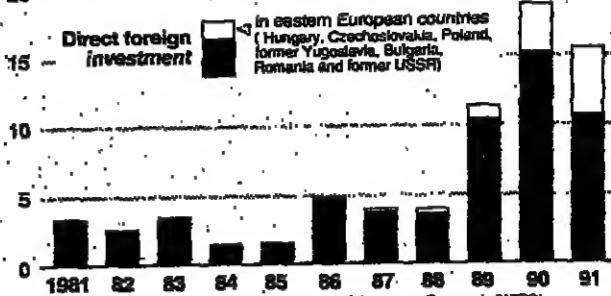
### Savings

As a percentage of disposable household income



### Austrian capital outflow

As a Schilling million (Balance of payments basis)



THE UNEXPECTED triumph of Mr Thomas Kestil in last spring's presidential election campaign may turn out to be a watershed in Austrian politics.

It was certainly an illustration of thoughtful voting - something for which Austrians had not hitherto been noted. It may mark the beginning of a recovery of the fortunes of the conservative Austrian People's Party (OVP). And it has already made life more complicated for the democratic socialist chancellor, Mr Franz Vranitzky.

Because the former president, Mr Kurt Waldheim, was unable to fill many of his roles, Mr Vranitzky has effectively been both president and chancellor for the past five years. Now, suddenly, there is a real president expressing opinions, making speeches, visiting refugee camps and hobnobbing with foreign dignitaries. And it is not the president that Mr Vranitzky

Ian Rodger reviews a political scene very different since the presidential election

## Voters turned more thoughtful

wanted. The chancellor had backed Mr Rudolf Streicher, a fellow socialist and former transport minister, in the election.

In the first few weeks after Mr Kestil, a conservative, moved into the sumptuous Hofburg palace, the chancellor was looking distinctly out of sorts, prompting the media to speculate on what one magazine called Vranitzky-dimmering (the twilight of Vranitzky).

According to Conservatives, it is not only the presence of Mr Kestil that depresses the chancellor, but also the whole political outlook. Mr Vranitzky has

had a fairly easy ride since his party's strong showing in the 1990 election, facing few really tough decisions and knowing in any event that his opponents were in disarray. Opinion polls have consistently shown him to be the most popular politician in the country, and he has presided over the nation's affairs rather like an avuncular chairman.

Now he faces a tough two years until the next general elections, filled with no-win legislation such as cutting taxes on the rich and reducing state pension benefits and raising the retirement age for all.

Meanwhile, the hitherto divided and moribund OVP has a new sense of purpose following Mr Kestil's victory. The party has followed up by electing the attractive Mr Bernhard Görg to lead it back to respectability in the city of Vienna. In last November's city election, the OVP was knocked into third place by the fast rising Austrian Freedom Party (FPO), led by Mr Jörg Haider.

Mr Görg is widely seen as a potential successor to Mr Erhard Busek, the latest in a succession of rather colourless OVP national leaders.

The most sanguine Conservatives talk of forming an alliance with the FPO to displace the national coalition government.

The OVP has become increasingly uncomfortable as the junior partner to Mr Vranitzky's Democratic Socialist Party (SPÖ) since 1986. "Austria has missed the great conservative trend of the 1990s," one veteran OVP member says wistfully.

At the moment, an OVP-FPO coalition is not an option, as the SPÖ has 80 seats, the OVP 60, the FPO 33 and the greens 10 in the federal parliament, but it could be possible after the next election.

Many - perhaps most - conservatives would not contemplate an alliance with the FPO as long as Mr Haider, a controversial populist, was at its head. But they seize hope from the fact that Mr Haider has had to contend with growing dissatisfaction in his party over his purges of internal opponents and his oscillation on various policy issues. On the other hand, an FPO without Mr Haider in charge might lose so much popular support as to be of little use as a coalition partner.

It was noticeable that Mr Vranitzky returned from his summer holidays last month looking refreshed and more confident than for some time. Some observers say he may not be that upset after all that Mr Streicher was beaten in the presidential election. Mr Streicher, who has since left politics to become chairman of Steyr-Daimler-Puch, was the most likely challenger within the SPÖ to the chancellor.

QUESTION: A year ago, you said the European Community was not to be criticised too much for its 'clumsiness' in responding to the Yugoslav crisis. Do you still feel that way?

Answer: It is still true that the instruments embedded in the Treaty of Rome and other regulations were not meant to cope with a crisis like that in Yugoslavia. But I also think that the will to end the shooting there has turned out to be rather underdeveloped.

Q: You have favoured applying economic sanctions against Serbia. Do you still think they work?

A: One cannot give a very strong report about the working of sanctions so far. There has been some debate about our sending customs officers on a voluntary basis to one or two countries bordering Serbia. In the meantime, the security council of the UN came to the conclusion that there should be military assistance accompanying the humanitarian assistance, and I

Mr Franz Vranitzky, the chancellor, interviewed by Ian Rodger

## Interpretation of neutrality'

think this is a method which should be adopted.

Q: How do you feel western Europe has handled the Yugoslav refugee crisis?

A: All west European countries in one way or another have their hands full dealing with large increases in international migration. Perhaps other western Europeans showed too little readiness to accept that there is an extraordinary situation in Bosnia, and that actually a large number of individuals either had to leave their homes because of the shooting or were forced out by those who thought that "ethnic cleansing" could be achieved.

Q: How worried are you about deterioration in stability in eastern Europe if western Europeans do not substantially

increase their aid?

A: I see a very close connection between economic developments and political developments in eastern European countries. They need western help in developing their economies. On their own, they will not be able to reach success. I disagree with those who advocate a wait and see attitude, recommending to east Europeans that they should first develop market economies and then there will be cooperation.

They will not be able to develop any kind of free market system without western assistance. I also think that western economic cooperation will have to serve as one of the main elements to develop political stability in these countries. Western European peace

and stability could themselves be jeopardised if destabilisation develops more in eastern Europe. We see a lot of indicators of destabilisation there.

Q: How important is the outcome of the debate over the Maastricht treaty for Austria?

A: It has quite some significance. It has become a fashion in Europe to be more critical towards the EC than a couple of years ago. Fashions never develop by themselves, they need creators. So I think that the discussions within a number of Community member countries in which people are being more critical towards the EC, and especially towards Maastricht, influences the psychology here. People here keep saying that if even Community members are doubtful, why

should we be so positive?

Q: How do you feel about Maastricht?

A: The next steps in European integration - namely, arriving at political union and monetary union - are necessary in order to strengthen the idea of Europe of the future. It is very odd that on the one hand people wish Europe to be a strong power and to have a stronger capacity to intervene in, say, Yugoslavia, and on the other hand they are against the Maastricht treaty.

Q: If ratification is delayed, will it have an impact on Austria's application to join the EC?

A: We have been told that we should prepare for a delay in our entry negotiations if Maastricht is not ratified. In this event, we would try everything

basis of the Maastricht treaty, but this is not a contradiction in principle to the status of neutrality.

Q: The election of Mr Thomas Kestil, a conservative as president, has made people wonder if the coalition between your party and the conservative Austrian People's party will last through until the next election in 1994.

A: The presidential election was certainly a setback for my party, but I do not think it was more than just that. And there is no reason whatsoever to end the present government coalition prematurely, especially when you consider that Mr Haider's party (Mr Jörg Haider is leader of the radical Liberal Freedom Party of Austria) is becoming more and more unpredictable on European integration and in dealing with right wing views and opinions.

It also seems that Haider's influence on the party is no longer the only one deciding the party's general view.

Q: There is talk of a People's Party-Freedom Party coalition.



Eric Frey examines the political talents of Mr Jörg Haider

## In a class by himself

established institutions and personalities, he dominates Austrian politics and forces the other parties on to the defensive. The press is constantly analysing, criticising or commending Mr Haider's statements, offering him a steady flow of publicity.

Even his enemies admit that Mr Haider is a unique political talent. Full of boyish charm and eloquence, the 42-year-old lawyer seems to find the appropriate words for almost every audience. At times he hints at an affinity to some Nazi ideas and policies, especially in Carinthia where nationalist feelings are strong. Last year he referred to deserters of the

Wehrmacht as national traitors. But he emphasises his party's liberal programme in front of the national audience.

The inconsistencies in his statements are reported in the press, but do not seem to bother the voters. Even his recent vacillating on the question of Austria joining the EC appeared not to have dented his popularity. After calling for years for a quick entry into the EC, Mr Haider jumped on the growing anti-Maastricht bandwagon in August and suddenly declared his opposition to the Community.

Some political analysts, seizing on his remark that Austria is "an ideological abomination," wonder if he is a true German nationalist or just an opportunist playing with nationalist sentiments still prevalent in Austria. While the FPO chairman often condemns the crimes of the Third Reich, in spontaneous remarks he veers dangerously close to Nazi rhetoric, which has tended to

hurt his political career.

His praise for the "proper employment policies of the Third Reich" during a heated debate in the Carinthian assembly in June 1991 was clearly provoked and instantly rescinded. But it gave his coalition partners the opportunity to force him out of the governor's chair where, by all accounts, he had been

extremely effective.

Political analysts are also uncomfortable with his use of aggressive phrases, such as "eradication of venom".

Since taking over the party leadership in an internal coup d'état in 1986, he has ruthlessly purged the party of opponents or independent thinkers.

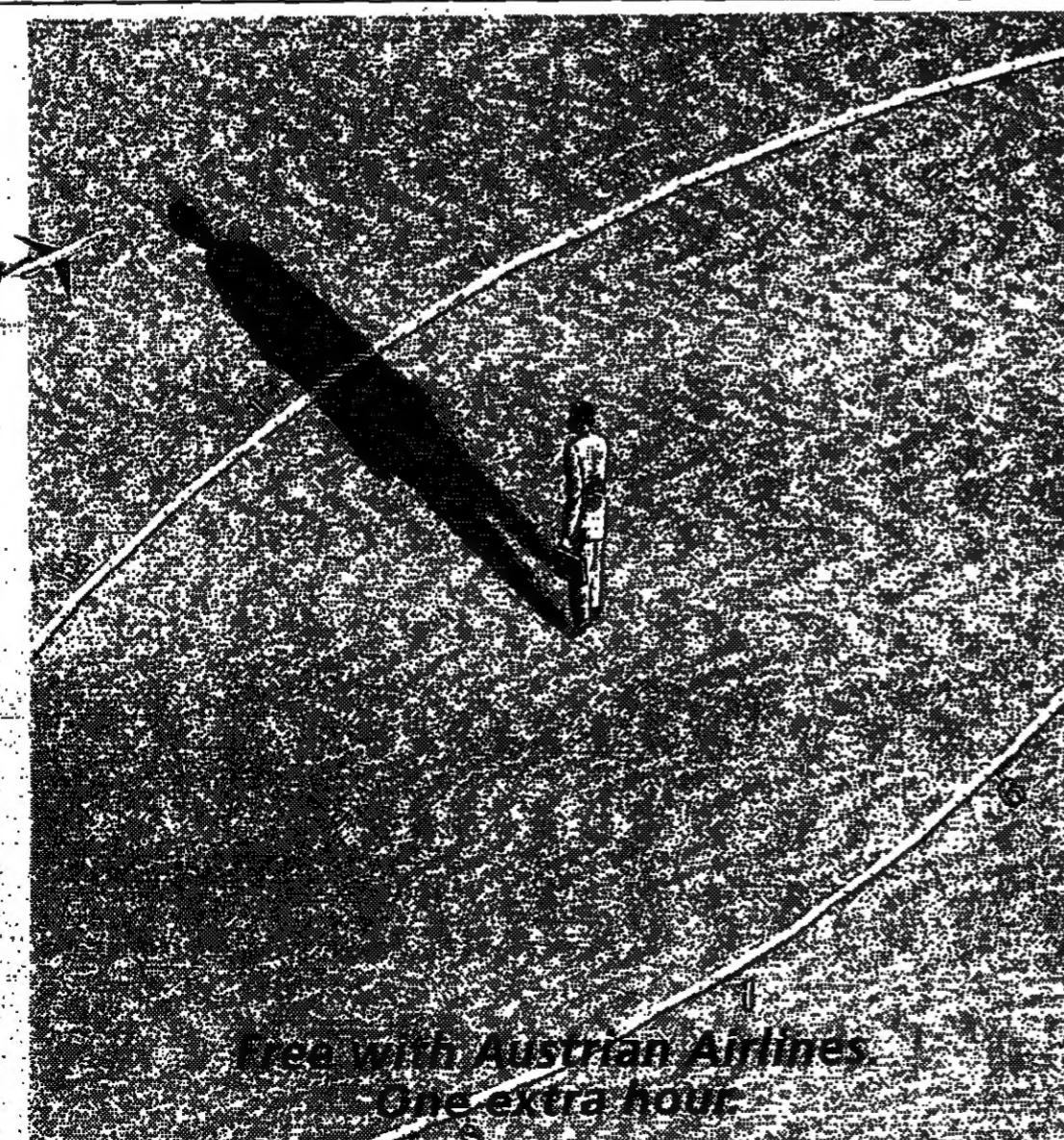
Following a policy confrontation in February, the party chairman, Mr Norbert Guggerbauer, and the deputy leader, Mr Georg Mautner-Markhof, resigned. Last month, Mr Ludwig Rader, the party's leader in Steiermark, was expelled after criticising Mr Haider's behaviour.

Mr Haider has tried, unsuccessfully so far, to lure the conservative OVP away from its uneasy coalition with the Social Democrats. But his party is still gaining new voters, mostly among workers and small shopkeepers. The influx of refugees from Eastern Europe and former Yugoslavia has given it new momentum.

The established parties have found no effective recipe against his appeal. Mr Haider repeatedly asserts that he will be chancellor within six years. And if any of Europe's populist right-wingers have a chance to come to power, it looks as if it could be him.



Mr Jörg Haider: Austria's leading force on the right



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